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MINDPOWER IN MASSACHUSETTS

Condition of Higher Education 1999

annual report

GOVERNMENT
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Massachusetts Board of Higher Education

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March 1999

His Excellency Argeo P. Cellucci and Members of the Great and General Court:

The Board of Higher Education has worked tirelessly to improve the Commonwealth's public higher education system in order to provide the residents of Massachusetts with access to a first-class education at an affordable price. As part of our accountability to the Commonwealth, we respectfully submit this report, *Mindpower in Massachusetts: Condition of Public Higher Education.*

The Board is determined to promote quality and affordability. We have raised admission standards twice in the past four years. We have mandated rigorous standards for student assessment. We have reduced tuition four years in a row. Massachusetts has the only public system in the nation that can boast such a record.

Through generous financial support from the state and through federal tax incentives, we have made a community college education free, or nearly free, for an overwhelming majority of students. U.S. Secretary of Education Richard Riley publicly applauded Massachusetts for this program and urged other states to follow.

The condition of public higher education in Massachusetts is better today than it was five years ago, but we don't intend to rest on our laurels. There is still much to be done to make our system one of the premier public higher education systems in the nation. Affordability for all qualified Massachusetts residents is paramount; student costs must continue to decline. Academic requirements and program quality in degree programs must be strengthened in measurable ways. On every campus, technology must be brought into the 21st century. Private fund raising must be increased to provide the necessary margin of excellence, and we must continuously demonstrate the results of the state's commitment and investment in public higher education.

This report details our relentless pursuit toward that end. Specifically, it lays the groundwork for the performance measurement system, a program that will require more accountability from each institution toward meeting the needs of its students and the Commonwealth.

With your help, Massachusetts has distinguished itself nationally in many important areas. We appreciate your confidence and support and pledge to make our public system the finest possible.

Sincerely,

James F. Carlin
Chairman

Stanley Z. Koplik
Chancellor

EXECUTIVE SUMMARY

System Profile

The public higher education system comprises three segments: the University of Massachusetts with five campuses[1], nine state colleges, and 15 community colleges.

There are 174,154 headcount students and 117,299 full-time equivalent students.

Nearly 90 percent of first-time, full-time freshmen in Massachusetts public higher education are residents of the Commonwealth.

State funding provides 53 percent of the revenue for public higher education. An additional 28 percent comes from continuing education tuition and student fees.

The 1998–1999 state appropriations base for the campuses was $840 million. The Board of Higher Education has requested $909 million in state appropriations for institutions and a total budget including financial aid of over $1 billion for 1999–2000.

Increase Access and Affordability

Public higher education in Massachusetts is significantly more affordable today than it was in 1995 because of increases in state appropriations, financial aid to students at public institutions and decreases in student charges.

	1994–1995	1995–1996	1996–1997	1997–1998	1998–1999 Projected	4-YEAR% Change
State Appropriations*	$617.3	$647.5	$694.5	$750.8	$840.9	36
Total Financial Aid to Students* at Public Institutions	73.5	76.6	77.6	85.0	105.7	44
Financial Aid to Students*	34.9	36.1	35.5	35.5	57.8	65
Student Charges	3,580	3,682	3,661	3,578	3,434	-4

*in millions Source: BHE

The Board of Higher Education sets tuition.

Segment	Fall 1994 Tuition	Fall 1998 Tuition	4-YEAR %Change
University of Massachusetts	$2,111	$1,815	-14
State Colleges	1,412	1,190	-16
Community Colleges	1,196	920	-23
Systemwide	1,600	1,331	-17

Source: Integrated Postsecondary Education Data System (IPEDS)

[1]Data on the University of Massachusetts Worcester-Medical Center are not included in this report except for state appropriations.

Fees are set by institutional boards of trustees.

Segment	Fall 1994 Fees	Fall 1998 Fees	4–YEAR %Change
University of Massachusetts	$2,754	$2,927	6
State Colleges	1,800	1,913	6
Community Colleges	1,278	1,373	7
Systemwide	1,980	2,103	6

Source: IPEDS

No state has been as diligent as Massachusetts in reducing student charges, but we must continue to reduce them further. Student charges at Massachusetts public colleges and the University of Massachusetts remain comparatively high when compared to other public systems.

Segment	1994 Tuition and Fees	1998 Tuition and Fees	4–YEAR %Change	1994 National Ranking	1997 National Ranking
University of Massachusetts	$4,865	$4,741	-3	4	8
State Colleges	3,212	3,104	-3	7	15
Community Colleges	2,474	2,293	-7	1	8
Systemwide	3,580	3,434	-4	–	–

Source: IPEDS

In 1994 Massachusetts community colleges were the most expensive in the country. By 1998 they had decreased seven percent.

Commitment to higher education access and affordability led to the development of the Community College Access Grant Program. This program allows most students with family incomes of less than $36,000 to attend a community college at zero cost and students from families with incomes of $36,000 to $80,000 to pay only $500 a year, when combined with the Hope federal tax credit.

From 1995–1996 to 1998–1999, financial support to students attending public higher education increased 65 percent.

Systemwide enrollment of minority students is representative of the diversity of the Massachusetts population.

Raise Standards and Increase Achievement

The Board of Higher Education has raised admission standards at the four-year institutions twice in the past four years, and even with these changes enrollment has not declined.

Board of Higher Education policies limit the number of students enrolled at the four-year campuses who do not meet the admission standards and restrict the number of students who may be enrolled in remedial/developmental courses. Financial consequences are imposed on institutions that exceed these limits.

A Joint Admissions Program has been established that allows a student concurrent admission to a community college and a state college or the University of Massachusetts. Upon completion of the associate's degree with a 2.5 grade point average, the student enrolls at the four-year campus to complete the baccalaureate degree.

Beginning fall 1999 each campus will be required to assess the basic academic skills of entering students using common assessment standards. Plans are underway for the four-year campuses to assess the college-level proficiencies of students before they graduate.

Retention and graduation rates in Massachusetts public four-year institutions exceed national averages.

	National Average	Massachusetts
Retention Rate	71%	75%
Graduation Rate	43%	48%

Source: University of Massachusetts Systems Office; IPEDS; AASCS; ACT, Inc.

Incentives are provided to students for high academic achievement in high school through the University Scholars program at the University of Massachusetts and the Tsongas Scholarship program at the state colleges.

The Tuition Advantage Program is a unique and important program that promotes the Board of Higher Education's goals for access, affordability and excellence. Joint Admissions students who complete their associate's degree with a 3.0 grade point average receive a one-third tuition reduction at the public four-year institution for two years.

The creation of Commonwealth College at the University of Massachusetts highlights the Board's commitment to achievement and excellence. The College is also integrated with a network of honors programs at the state and community colleges. This is the first systemwide honors program in the country.

Promote Efficient Use of Resources

The Board of Higher Education has directed campuses to reduce institutional support expenditures to within 10 percent of similar expenditures at peer institutions. In 1996–1997, 23 campuses complied with the Board's policy.

The system has over $380 million in identified priority deferred maintenance projects. To help address this problem, the Board of Higher Education required campuses to spend at least 3 percent of their unrestricted operating budget on capital adaptation and renewal in 1997–1998. Twenty-two campuses complied with this policy. In 1998–1999 Board policy requires the campuses to spend at least 4 percent of their unrestricted operating budget on capital adaptation and renewal. It is anticipated that all campuses will comply with this policy.

In 1997–1998, through the Massachusetts Higher Education Consortium, public campuses saved more than $16 million on purchases. The Consortium provides contract management and joint regional buying opportunities for 70 public and independent colleges and universities, offices, and consortia in the Commonwealth.

Faculty tenure rates at the community colleges, state colleges, and University of Massachusetts are higher than the tenure rates of their peer institutions. Because high tenure rates can limit an institution's ability to be responsive to changing conditions, the Board of Higher Education has initiated discussions on alternatives to tenure.

Private fund raising, once the domain of independent higher education, is now a priority for the Massachusetts public system. From 1996–1997 to 1997–1998, fund raising increased 42 percent systemwide.

Between 1996–1997 and 1997–1998, 50 academic degree programs with low graduation rates were discontinued.

Provide Service to the Commonwealth

Service to the Commonwealth is addressed differently by each segment (University, state colleges, and community colleges). While all institutions make service a priority, workforce development is a primary responsibility of the community colleges, just as teacher education is a major focus for many of the state colleges, and research is a fundamental priority of the University of Massachusetts.

New scholarships and tuition waivers have been established in 1998–1999 to increase the recruitment of highly qualified individuals into the teaching profession and to improve their retention.

In fall 1998 there was a 45 percent increase over Fall 1997 in the number of high school students who participated in the Dual Enrollment Program. Through this program students attend public higher education institutions at no cost and receive both high school and college credit for work successfully completed.

The *College-to-School Report* provides valuable information to high schools on the public college performance of recent graduates.

The implementation in 1999 of the Placement Accountability System (PAS) will provide important information on the alignment of academic programs with economic development opportunities.

INTRODUCTION

The Massachusetts Board of Higher Education has embarked on an aggressive agenda to advance the Commonwealth's public higher education system to the forefront of the nation's public colleges and universities. The Board's goal is to achieve this distinction by 2005.

The Board is making significant progress on this agenda as it guides public higher education into the next century. This progress toward excellence will be reported annually in *Mindpower in Massachusetts: The Condition of Public Higher Education.*

The Board's progress in the last four years has drawn significant attention in Massachusetts and throughout the country. Highlights include:

- reducing student costs, including a zero-cost program for community college students with family incomes of less than $36,000
- raising admission standards
- limiting the number of remedial education courses offered on four-year campuses
- eliminating 50 underenrolled academic degree programs
- establishing Commonwealth College, a freestanding Honors College, at the University of Massachusetts Amherst that is integrated with a statewide network of honors programs at state and community colleges
- creating new scholarship programs for students who are preparing to become K–12 teachers
- requiring all institutions to assess the basic skills of entering students as well as college-level proficiencies of students at public four-year institutions prior to graduation
- working aggressively to change the status quo and to provide alternatives to tenure, increased faculty productivity, post-tenure evaluation, and opportunities for merit pay
- increasing private fund raising across the system by 42 percent
- developing a performance measurement system

In 1997 the Massachusetts Legislature mandated that the Board of Higher Education develop a performance measurement system for the state and community colleges and that the University of Massachusetts develop a similar system for its campuses. The statute further directed that the "Board of Higher Education submit to the Governor and to the Legislature an annual condition of higher education report which details the condition and performance of each public higher education institution."

Performance measurement will enable campuses to provide verifiable evidence on how well they are fulfilling their responsibilities to their students and meeting the needs and expectations of the Commonwealth. This report addresses ten accountability objectives within the context of four major goals.

Board of Higher Education Goals	Statutory Accountability Objectives
Increase Access and Affordability	To Make Public Higher Education More Affordable To Improve Student Access
Raise Standards and Increase Achievement	To Recruit More Qualified Students To Improve Student Achievement
Promote Efficient Use of Resources	To Ensure Cost-Effective Use of Resources and to Manage Campuses as Efficiently as Possible To Promote Collaboration among the Campuses and with the Independent Higher Education Sector To Maximize Fund Raising from Private Sources
Provide Service to the Commonwealth	To Respond to Specific Needs of the Workplace as Defined by Business and Labor To Provide Policy Research, Addressing the Needs of the Commonwealth and the Local Communities To Support K-12 Programs

A primary purpose of this report is to provide information about public higher education's performance in addressing these objectives. The data presented in this year's report are considered baseline. No performance targets have been identified, except in those areas where Board of Higher Education policy exists. Other performance measurement targets will be developed in spring 1999. The year 2000 report will detail campus progress toward reaching those targets. (See Appendix A–Performance Targets to be Determined for Accountability Objectives.) As mandated in statute, some of the performance targets will be based upon comparisons with peer institutions. (See Appendix B–Peer Institutions.)

The report draws heavily on performance data collected by each institution. It was not feasible, however, to include all of the campus data in this publication. State and community college segmental reports have been prepared as supplemental documents to this report. The University of Massachusetts report on annual indicators and periodic performance reports can be obtained from the University of Massachusetts President's Office.

SECTION ONE

INCREASE ACCESS AND AFFORDABILITY

» To Make Public Higher Education More Affordable

Because of increases in state appropriations and decreases in student charges, public higher education is significantly more affordable today than it was in 1995.

Aggregate Percent Change in Key Affordability Indicators, 1995–1999

Source: BHE

Student Charges

No state has been as diligent as Massachusetts in reducing student charges. Nationwide, at public two-year and four-year colleges and universities, tuition and fees increased 18 percent between 1994–1995 and 1997–1998, while tuition and fees at Massachusetts institutions decreased 3 percent over the same three-year period. In 1994–1995 Massachusetts public institutions were among the most expensive in the country. Today, Massachusetts ranks more favorably among the states but still remains well above the national average in student charges.

National Ranking of Massachusetts Public Institutions, Tuition and Fees

	1994–1995	1995–1996	1996–1997	1997–1998
University	4	5	7	8
State Colleges	7	8	12	15
Community Colleges	1	3	5	8

Source: IPEDS

Annual tuition cuts and increases in state appropriation have offset the financial burden placed upon students in the late 1980s and early 1990s. Today, the students' share of the cost of education (state appropriations and student charges used for education and general expenditures) is 34 percent at the state colleges and the University of Massachusetts and 28 percent at the community colleges. In 1995 students paid nearly 40 percent of the cost. (Detailed data are provided in Appendix C–Total Student Charges, Fall 1994 and Fall 1998, Appendix D–Tuition, Fall 1994 and Fall 1998, and Appendix E–Total Mandatory Fees, Fall 1994 and Fall 1998.)

The Board of Higher Education has set as its goal that community college students will pay no more than 25 percent of the cost of education and students at four-year institutions no more than 33 percent. This goal can be achieved by 2002. (See Appendix F–Cost of Education 1996–1997 to 1998–1999.)

Resident Students' Share (Percentage) of the Cost of Education

Segment	1995–1996	1996–1997	1997–1998	1998–1999 Projected	2001–2002 Less than
University	39	37	35	34	33
State Colleges	39	38	36	34	33
Community Colleges	38	36	32	28	25

Source: BHE Budget Worksheets, Using BHE Calculation Methodology

"This is the most important vote I have taken as a member of the Board of Higher Education."

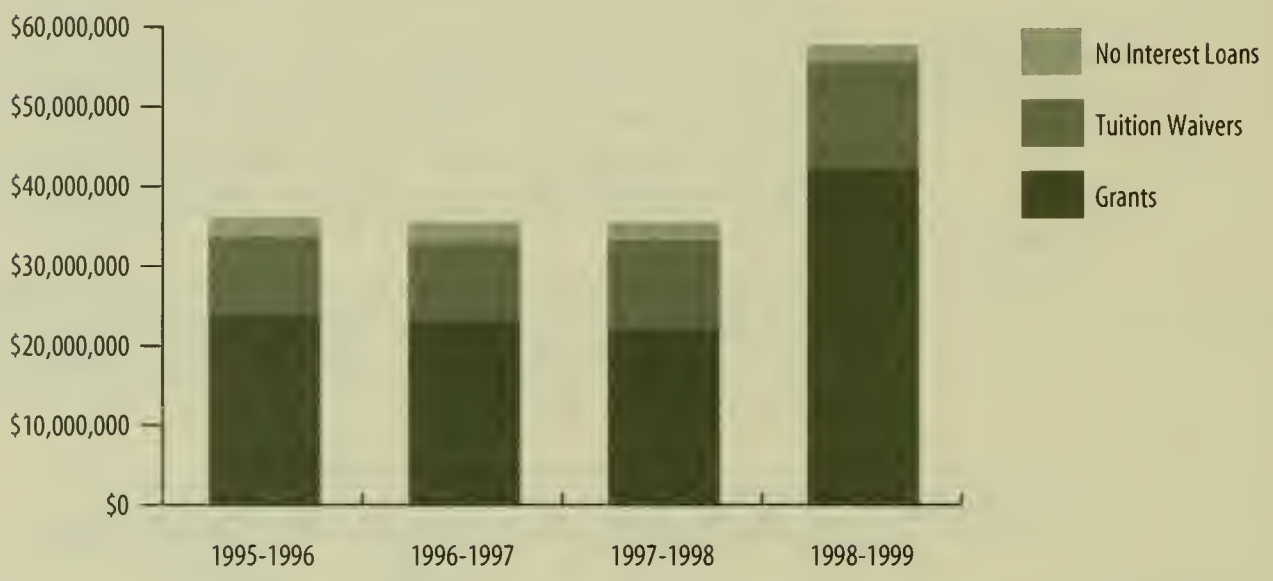
Board member Edward T. Sullivan, Jr. on the vote to approve the Community College Access Grant Program

The state's commitment to access and affordability goes even further than the planned reduction in the students' share of the cost of education. In 1998 the Board of Higher Education initiated the Community College Access Grant Program. Under this program most students with family incomes of less than $36,000 will pay no tuition and fees, and families with incomes between $36,000 and $80,000 will pay only $500 a year. The state's commitment of an additional $8 million in financial aid and the federal government's new Hope tax credit make this program possible.

Financial Aid

Massachusetts has significantly increased its commitment to provide financial aid to residents attending its public college and university campuses. In 1998–1999 the state provided $42 million in state grants in addition to $13 million in tuition waivers and $2.2 million in no-interest loans. Support for financial aid through state appropriations and tuition waivers has increased 65 percent at public institutions over the past four years.

Financial Aid to Students at Public Institutions



Source: BHE Office of Student Financial Assistance

In addition to the financial aid students at public institutions receive from the Commonwealth, the University, state colleges, and community colleges, provide financial aid to students from their operating budgets. Federal financial aid also plays an important role in ensuring access for students.

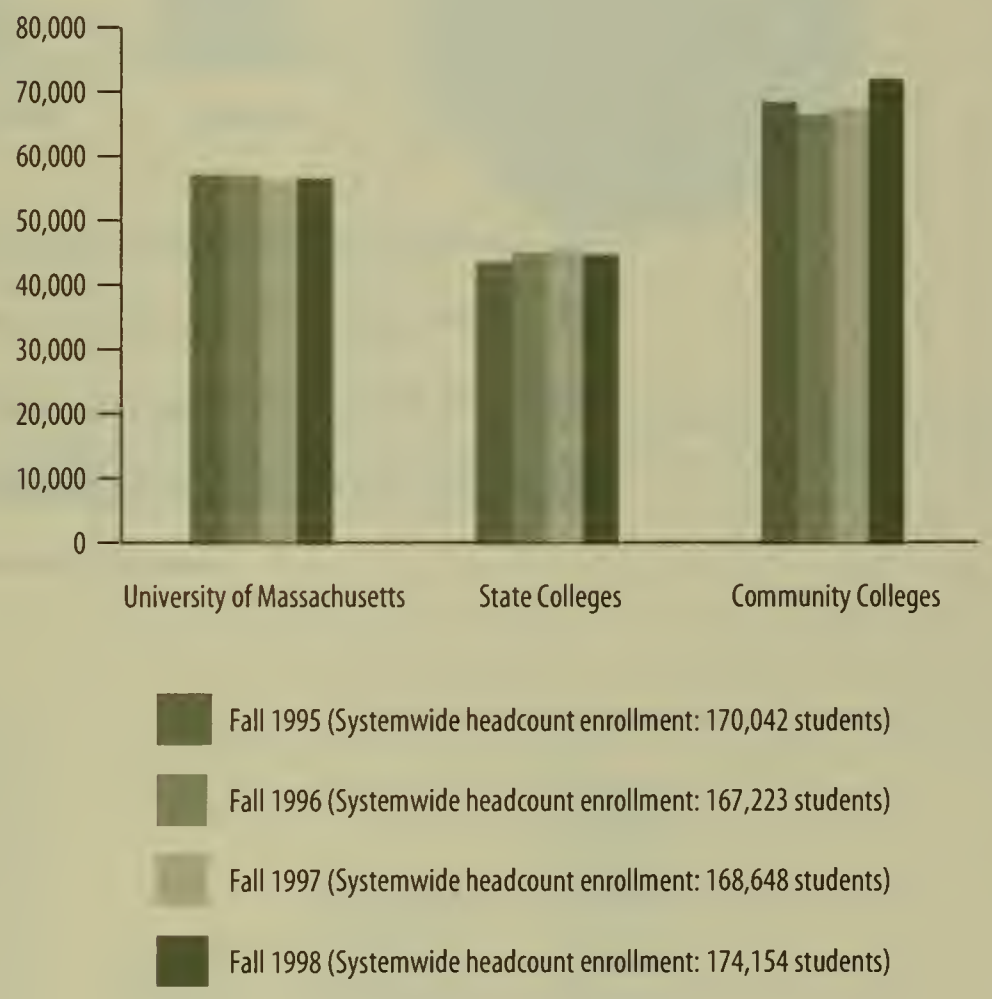
» To Improve Student Access to Higher Education

"A major responsibility of the Board of Higher Education is to ensure access to higher education. A college education is important to an individual's quality of life and to the economic success of Massachusetts."

Board member M. Howard Jacobson

Increased affordability provides more students with access to higher education. Systemwide student enrollment declined slightly from fall 1995 to fall 1997. However in fall 1998, the first year of the Community College Access Grant Program, enrollment at the community colleges increased noticeably. (See Appendices G–Fall Headcount Enrollment, Fall 1995 and Fall 1998 and H–Full-Time Equivalent (FTE) Enrollment, Fall 1995 and Fall 1998.)

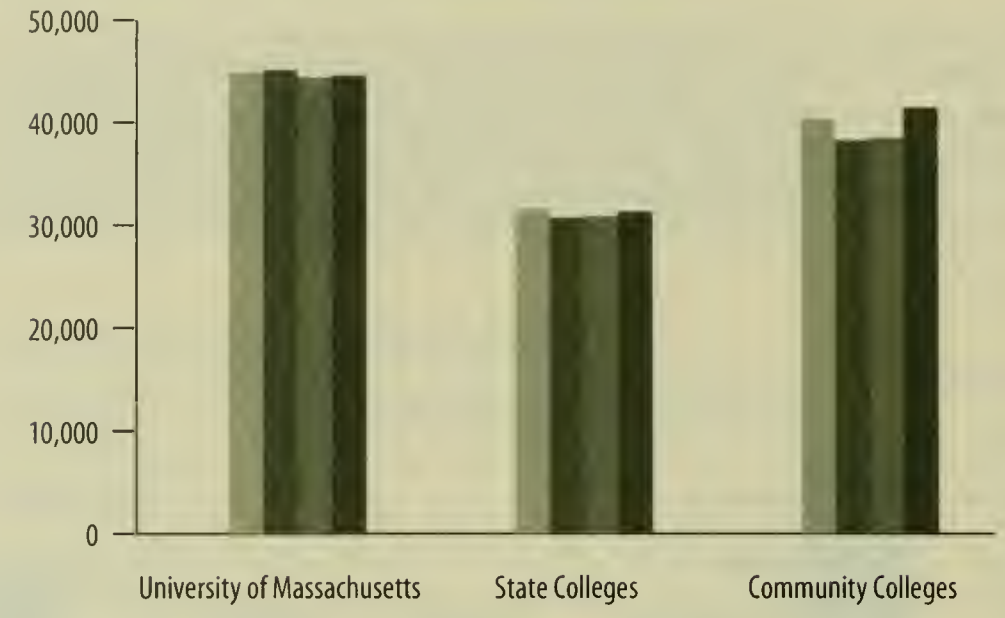
Headcount Enrollment[2], Fall 1995 to Fall 1998



Source: IPEDS

[2]Number of students enrolled regardless of the number of courses taken.

Full-Time Equivalent (FTE) Enrollment[3] Fall 1995 to Fall 1998



Source: BHE Research & Planning Enrollment & Degree System (RPEDS)

[3]Total number of course credits divided by 15 for undergraduates, 12 for graduate course credits at state colleges, and 9 for graduate course credits at the University of Massachusetts.

Traditional enrollment reporting does not capture the significant volume of non-credit enrollment at community colleges. Thirty-nine percent of all community college enrollments are in non-credit courses. Many of these non-credit courses are geared to workforce development. Additional information on campus workforce development efforts can be found on page 24.

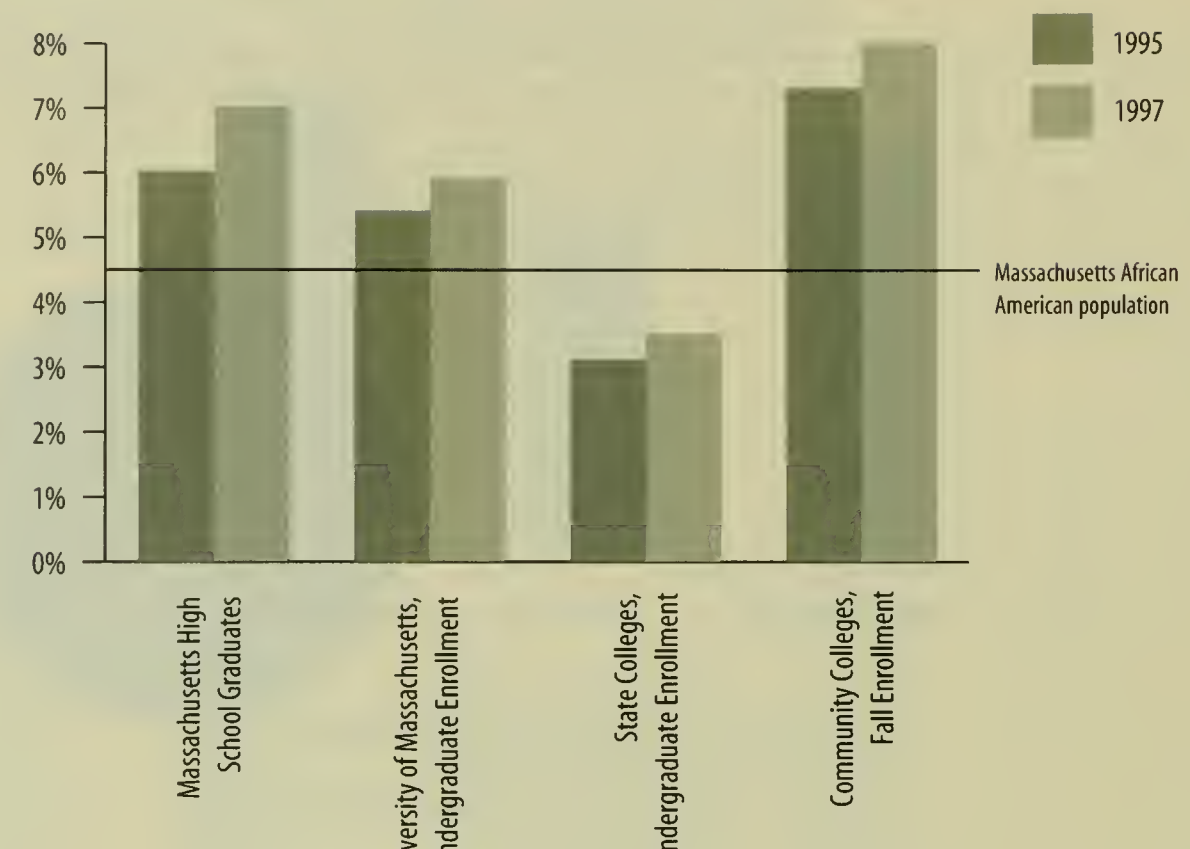
Community College Enrollment, 1996–1997

Source: Campus data

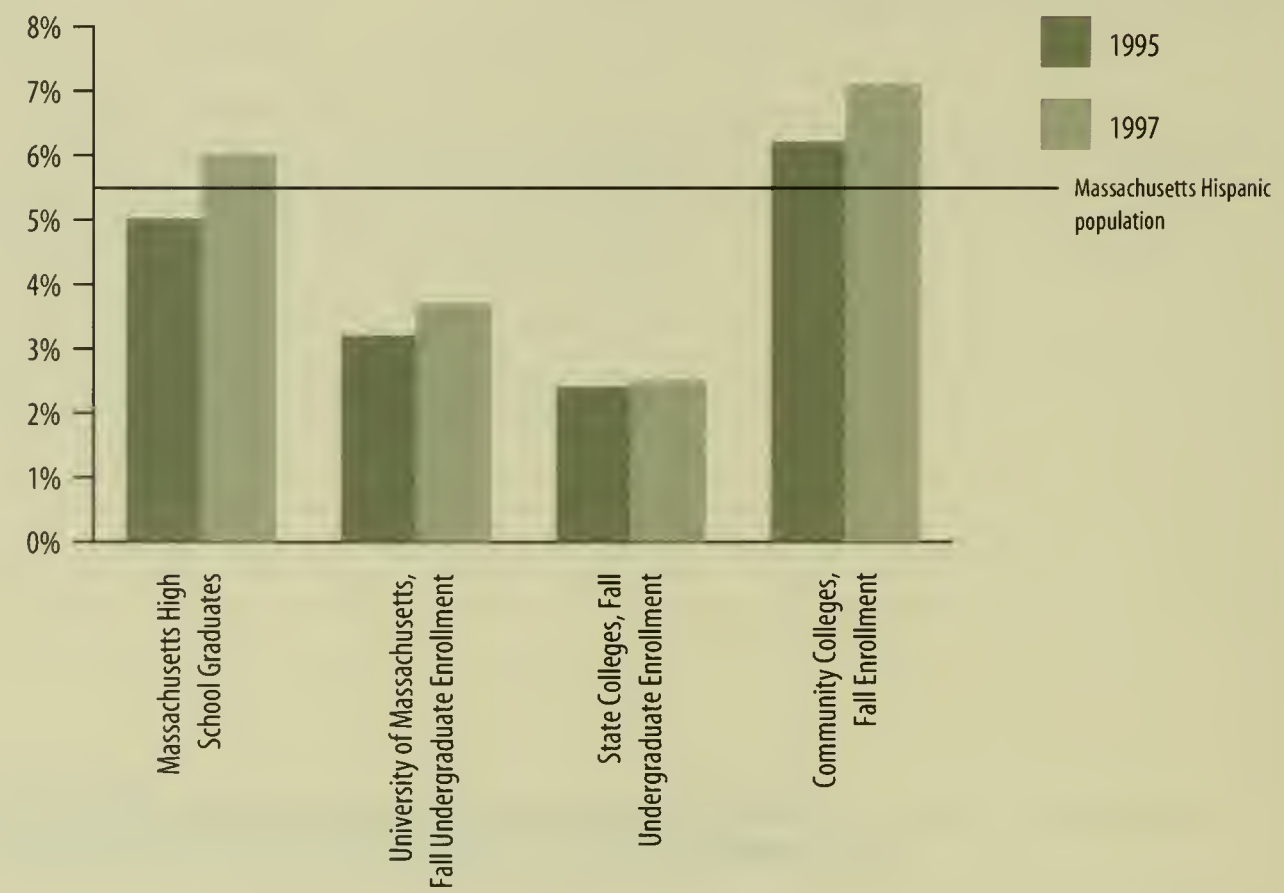
Minority student enrollment systemwide generally reflects the diversity of the Massachusetts population. Thirteen percent of Massachusetts residents are African American, Hispanic, Asian/Pacific Islander, or Native American.[4]

[4]Native Americans represents less than 1 percent of the Massachusetts population and are not reported separately.

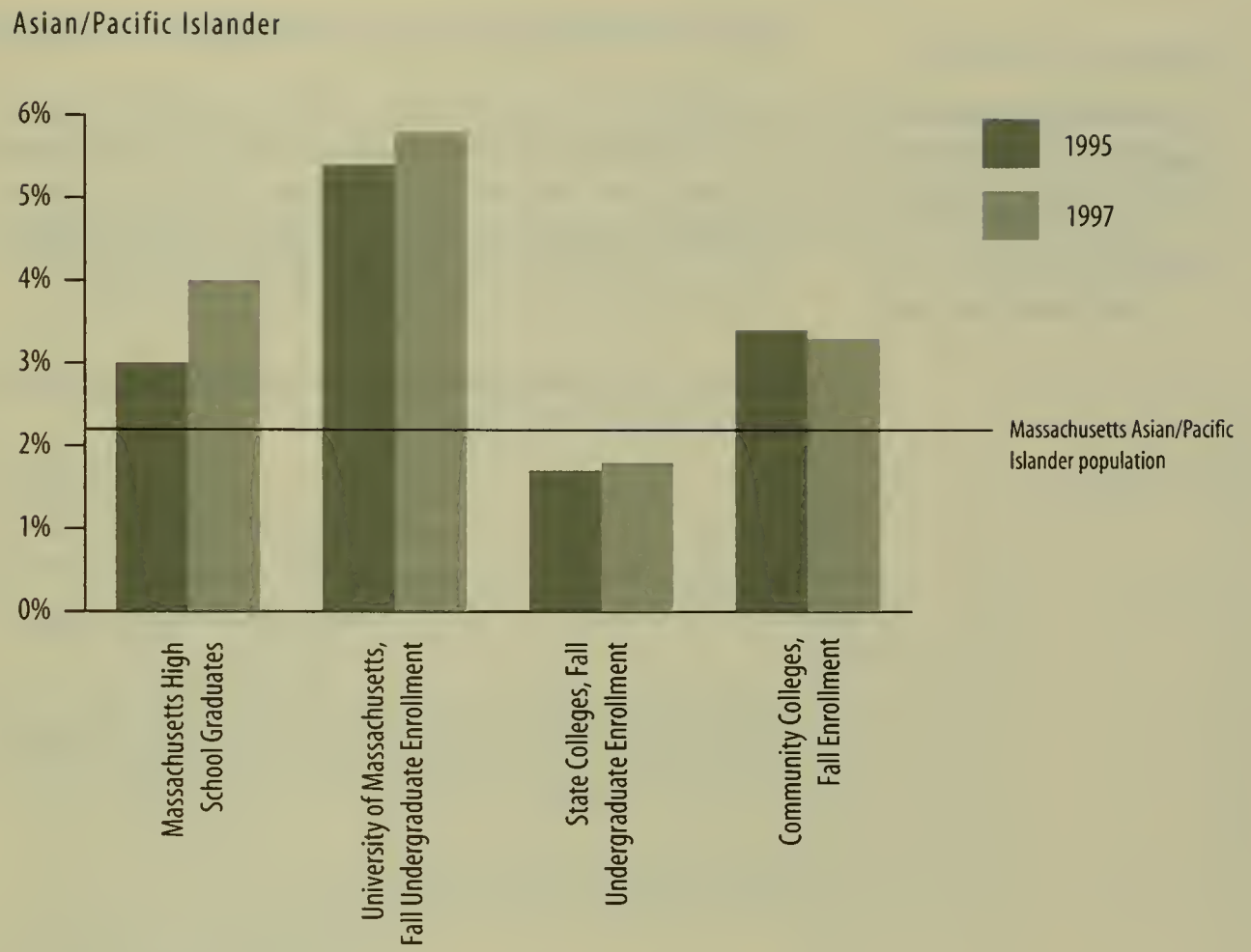
African American



Hispanic



Source: IPEDS, Massachusetts Institute for Social and Economic Research (preliminary data)



Source: IPEDS, Massachusetts Institute for Social and Economic Research (preliminary data)

Minority student enrollment at the community colleges is representative of the percentage of high school graduates and the general population. Minority enrollment at most state colleges has not been in proportion to either high school graduates or the general population, and the campuses are making greater efforts to recruit and retain qualified minority students. (See the State College Supplemental Report.)

SECTION TWO

RAISE STANDARDS AND INCREASE ACHIEVEMENT

"Presidents were concerned that the new admission standards would result in significant enrollment declines. It didn't happen. Students met the challenge of the higher standards."

Board Chairman James F. Carlin

» To Recruit More Highly Qualified Students

The Board of Higher Education has raised admission standards twice in the past four years. More qualified students are being recruited and enrolled.

Minimum High School Grade Point Average (GPA) Requirement for Admission, as Established by the Board of Higher Education

	Fall 1996	Fall 1997	Fall 1998	Fall 2000	Fall 2001
University	Not required	2.75	3.00	3.00	3.00
State College	Not required	2.60	2.70	2.90	3.00

A sliding scale of high school GPA and SAT scores will be used for applicants who do not meet the minimum GPA requirement. No student with a GPA below 2.0 will be admitted to a four-year public institution of higher education.

Profile of Fall 1997 First-time Freshmen[5]

	High School Grade Point Average	SAT Scores
University of Massachusetts Amherst	3.09	1122
University of Massachusetts Boston	2.81	1013
University of Massachusetts Dartmouth	2.83	1021
University of Massachusetts Lowell	2.84	1051
University of Massachusetts		Segment Average — 1090
Bridgewater State College	2.73	990
Fitchburg State College	2.87	998
Framingham State College	2.76	979
Massachusetts College of Art	3.12	1082
Massachusetts College of Liberal Arts	2.83	994
Massachusetts Maritime Academy	2.73	998
Salem State College	2.70	931
Westfield State College	2.71	999
Worcester State College	2.89	968
All State Colleges		Segment Average — 978

Source: RPEDS

[5]First-time freshman is defined as a student who applies directly from high school or within three years of graduation with no prior college coursework or a student with a high school diploma or GED and fewer than 12 credits of college coursework. ESL, Learning Disabled, Transfer, and Non-traditional students are excluded. Special Admits are included. Grade point averages were calculated using a four-point scale.

Special Admissions

Each institution may admit a limited number of students who do not meet the minimum standards but who bring unique experiences, skills, and talents to the institution. These are students the institution expects will succeed academically. In fall 1997 the limit was 15 percent, and in fall 1999 it will be lowered to 10 percent. Financial consequences are imposed on institutions that exceed this limit.

Percentage of Special Admissions in Fall 1997

Institution	New Students*	% Special Admits Limit; ≤15%
University of Massachusetts Amherst	4,860	6
University of Massachusetts Boston	1,984	6
University of Massachusetts Dartmouth	1,286	10
University of Massachusetts Lowell	1,667	6
Bridgewater State College	1,842	10
Fitchburg State College	762	27
Framingham State College	1,153	10
Massachusetts College of Art	340	7
Massachusetts College of Liberal Arts	430	9
Massachusetts Maritime Academy	250	9
Salem State College	1,506	29
Westfield State College	1,102	15
Worcester State College	969	7

*Includes 4 categories: Freshman, Transfer, Non-traditional, and Special Admits
Source: RPEDS except Fitchburg and Salem State Colleges which conducted independent audits

"I knew that when I enrolled at the community college I was also enrolling at the University of Massachusetts. The Joint Admissions program allows me to move easily through the system without wasting time or losing course credit."

Board member Sandra A. Karahalis, student representative

Joint Admissions

Under the Joint Admissions Program, students enroll jointly in a community college and a state college or the University of Massachusetts. The Joint Admissions Program was established to ensure that students move from the two-year college to the four-year college without interruption in their academic program. In this program, students receive academic advising from the designated four-year institution while enrolled in the community college. Upon completion of the associate's degree with a 2.5 grade point average, the student enrolls for courses at the four-year campus; no further application is needed.

Remedial/Developmental Education

Board of Higher Education policy limits the number of students who may be enrolled in remedial/developmental education at four-year institutions. In September 1997 the four-year campuses could have no more than 10 percent of full-time, first-time freshmen enrolled in remedial courses; in September 1998 the limit was lowered to 5 percent.

- The number of remedial courses taken by a freshman at the University of Massachusetts or a state college is an indicator of probable student success and retention. A student requiring only one remedial/developmental course is no less likely to return the following year than any other student; however, a student requiring two or more such courses is significantly less likely to return.

Comparative Retention Rates for Students Taking Remedial Courses

	Fall 1996	Fall 1997, Returning Students Taking		
	Public High School Graduates	No Remedial Courses	1 Remedial Course	2 or more Remedial Courses
University	4,517	79.3%	74.8%	66.7%
State Colleges	4,282	71.3%	70.8%	57.6%
Community Colleges	4,691	56.8%	56.0%	52.5%

Source: RPEDS; note that only 1996 MA public high school graduates are included in these data

- The Board has chosen to concentrate remedial/developmental education in the community college segment. Remedial/developmental education is a central part of the mission of community colleges, which are effectively structured to meet this need.

» To Improve Student Achievement

Entry and Exit Assessment

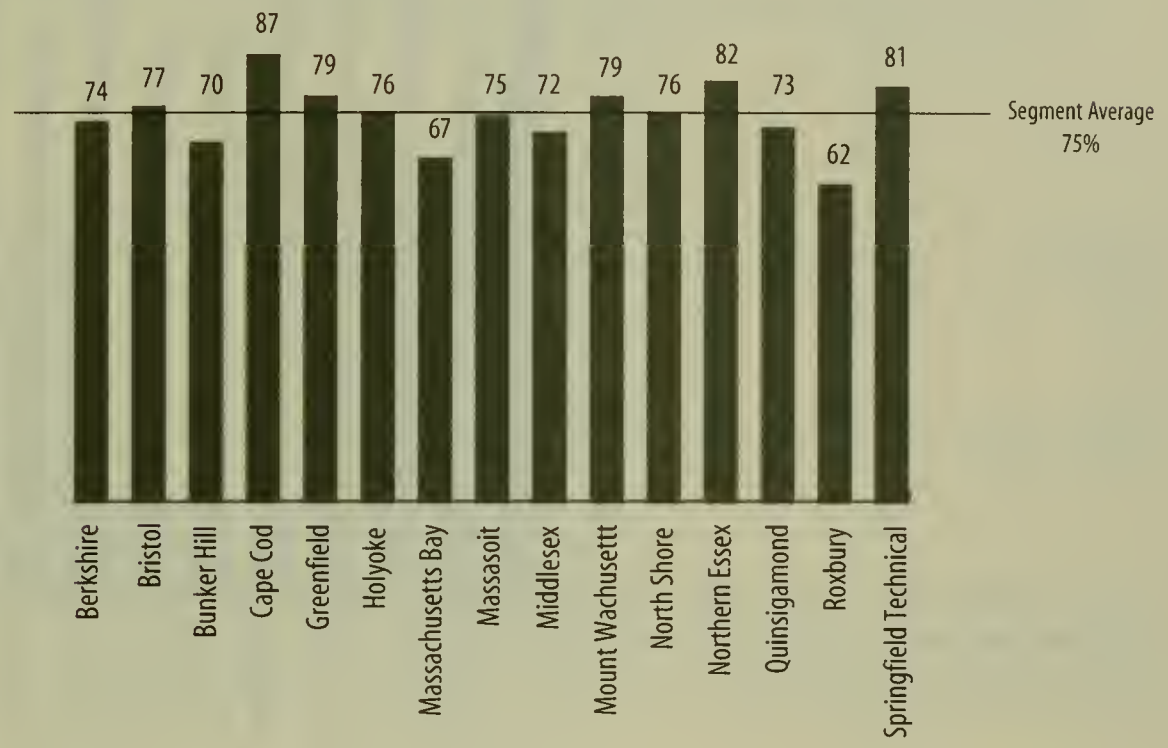
Beginning in fall 1999, all institutions must assess the basic academic skills of entering students using common assessment standards. Plans are underway for the state colleges and the University of Massachusetts to assess the college-level proficiencies of all students prior to graduation. This two-tiered system of student assessment will make Massachusetts one of only a few states to adopt common assessments for both entering and exiting students in all public four-year institutions. The assessment system will improve student achievement, provide direct feedback to institutions on the performance of students, and ensure that consistent standards are applied across the system.

Retention and Graduation

Course completion, student retention, and graduation rates are strong indicators of student achievement and institutional effectiveness. They represent the rate at which students move through an institution to degree or certificate completion.

- At community colleges, one important measure of student success is persistence in completing credit courses.

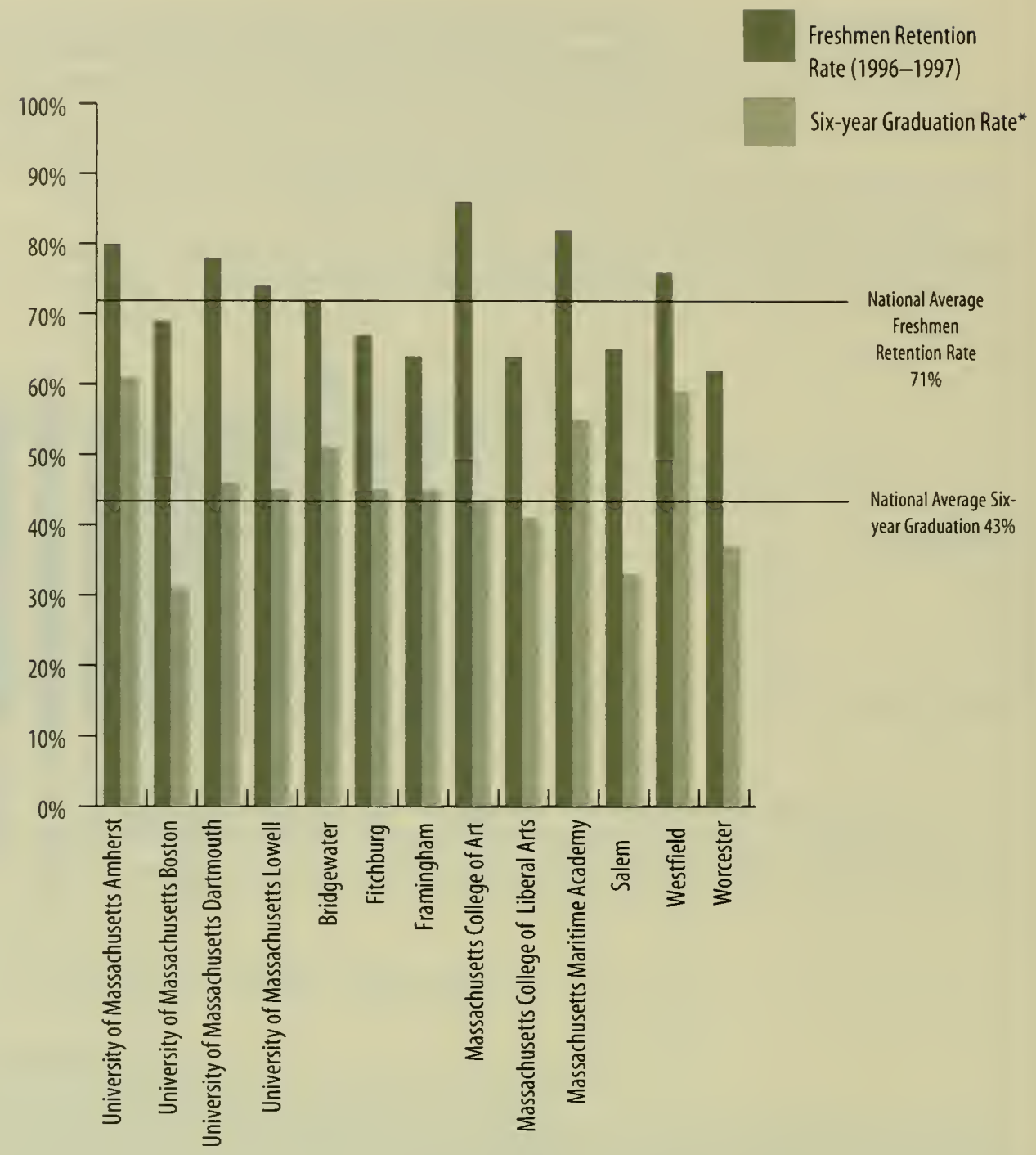
Fall 1997 Credit Course Completion Rates



Source: Campus Data

- At four-year institutions 75 percent of first-time, full-time freshmen return to the same institution for their second year. Four of the nine state colleges and three University of Massachusetts campuses exceeded the national average of 71 percent.
- At the state colleges and the University 48 percent of first-time, full-time freshmen who entered in fall 1991 graduated within six years of entering the same institution. Six of the nine state colleges and three University of Massachusetts campuses met or exceeded the national average of 43 percent. (See graph on next page.)

Freshmen Retention and Six-Year Graduation Rates



*Rate for first-time, full-time freshmen who entered in 1991 and graduated by 1997

Source: University of Massachusetts Systems Office; IPEDS; AASCS; ACT, Inc.

While comparison to national averages is useful, individual campus missions must also be included in the analysis of student achievement and institutional effectiveness. For example, the University of Massachusetts Boston is an urban public university and compares favorably with its peers on these measures.

Specialized institutions may also show a pattern that is different from the national averages. Massachusetts College of Art has a higher than average freshman retention rate but a lower than average graduation rate due to the many opportunities its students have for employment before graduation.

"While we began this initiative thinking of creating the Commonwealth College on only one campus, I am thrilled that this concept has been expanded to include a system of honors programs. My hope is that Commonwealth College and its linkage with campus honors programs will help to raise the public's perception of the quality of our excellent system."

Board member Aaron D. Spencer

Commonwealth College, Honors Programs, and Merit Scholarships

The Board of Higher Education has established new incentive programs that reward high academic achievement.

- In 1996 the Board of Higher Education established the nation's first honors college and an integrated network of honors programs at the University, state, and community college campuses. Commonwealth College at the University of Massachusetts Amherst opened in January 1999. The emphasis on academic excellence and opportunities for merit scholarships has generated significant increases in the number and quality of honors students enrolled on the Amherst campus. The class that entered in fall 1998 had 32 percent more honors students and a significantly higher median high school grade point average than the class that entered in 1996.

Honors Students at the University of Massachusetts Amherst

	Fall 1996	Fall 1997	Fall 1998
Total Students	356	442	470
Median GPA	3.5	3.85	3.9
Average SAT	1310	1312	1329

Source: Campus data

- The University Scholars program at the University of Massachusetts awards full scholarships to the valedictorians and salutatorians from the state's public and independent high schools and Massachusetts community colleges. Over 200 scholars have enrolled since the program's inaugural in fall 1997.
- The Senator Paul E. Tsongas Scholarship program provides up to five full scholarships at each state college to high-achieving Massachusetts high school graduates. Eighty-three Tsongas scholars have enrolled in the first two years of the program.
- The Tuition Advantage Program, which began in fall 1997, provides a one-third tuition reduction to Joint Admissions students who graduate with a 3.0 grade point average from a community college and enroll at a state college or the University of Massachusetts. The first cohort of students will be eligible to receive the tuition reduction in fall 1999.

Campus Performance Improvement Program

Since its inception in 1997, the Campus Performance Improvement Program has been a major catalyst in the Board of Higher Education's efforts to make the Massachusetts public higher education system one of the best in the nation. Through $16 million in legislative appropriations for 103 campus and systemwide projects, the Board's promise for increasing access and affordability, raising standards and achievement, promoting the efficient use of records, and providing service to the Commonwealth have been addressed.

SECTION THREE

PROMOTE EFFICIENT USE OF RESOURCES

"It is the Board's responsibility to ensure cost-effective use of state funds. Toward this end we now require campuses to conduct an annual statement of compliance with the State Comptoller's guidelines."

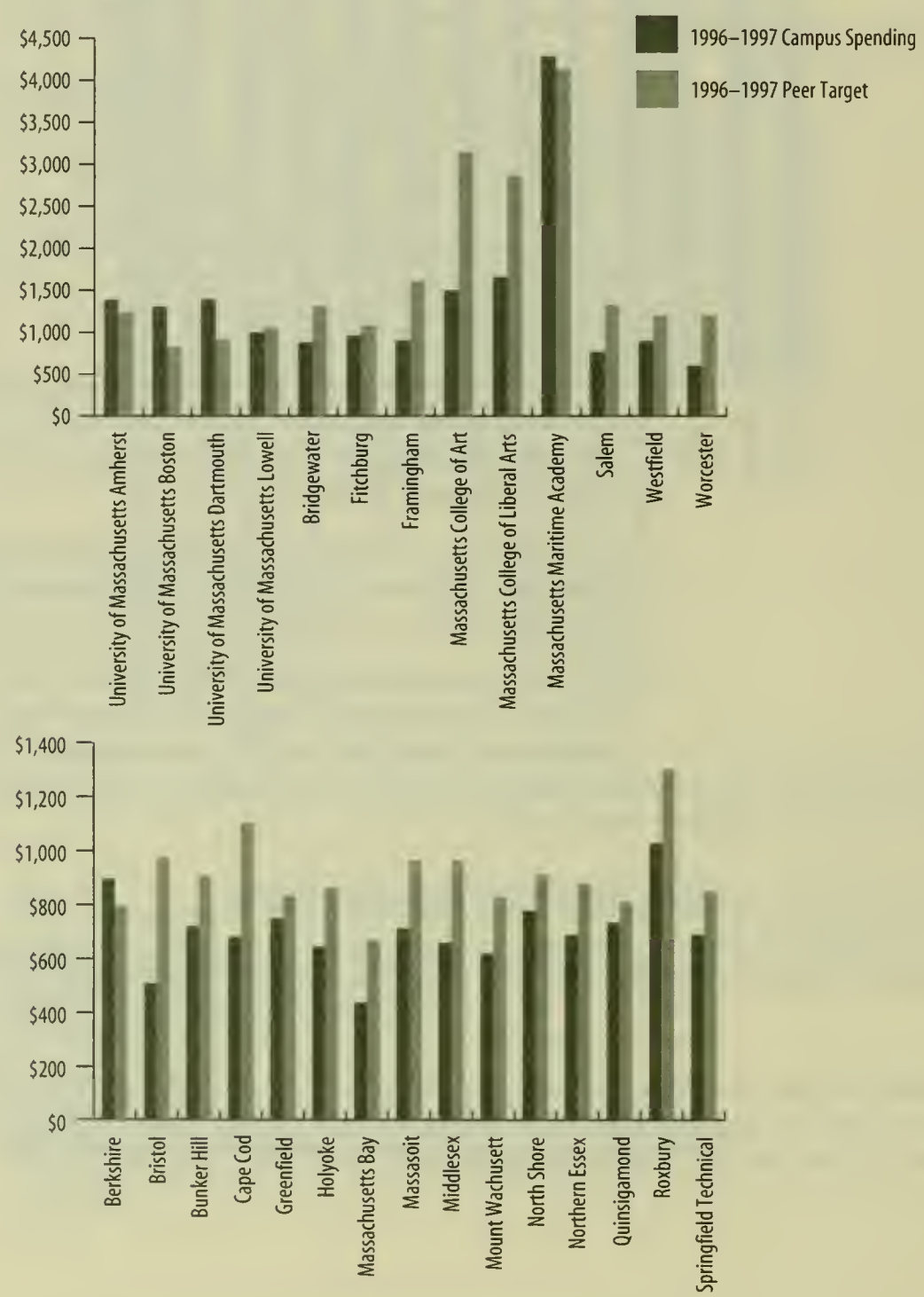
Board member Tamara P. Davis, Chair of the Fiscal Affairs and Administrative Policy Committee

» To Ensure Cost-Effective Use of Resources

BHE Policy on Institutional Support Costs

In 1996–1997 the Board of Higher Education directed campuses to reduce institutional support expenditures to within 10 percent of similar expenditures at peer institutions. (Institutional support expenditures include general administrative services, executive direction and planning, legal, and alumni relations/development.) In 2000–2001 campuses will be required to spend no more than the average of their peers on institutional support.

Institutional Support Expenditures (Per Fall Headcount) Compared to Peers



Source: IPEDS

BHE Policy on Physical Plant Repairs and Improvements

Board of Higher Education policy requires campuses to spend at least 3 percent of their 1997–1998 and 4 percent of their 1998–1999 unrestricted operating budget on capital adaptation and renewal.[6]

Percent of Unrestricted Operating Budget Spent on Capital Adaptation and Renewal

	1996–1997	1997–1998	Projected 1998–1999
University of Massachusetts Amherst	3.3	6.4	6.6
University of Massachusetts Boston	2.9	8.7	8.8
University of Massachusetts Dartmouth	3.2	7.8	7.8
University of Massachusetts Lowell	3.9	9.9	9.6
Bridgewater State College	3.3	4.2	4.4
Fitchburg State College	2.2	5.1	5.3
Framingham State College	2.3	7.7	4.8
Massachusetts College of Art	3.0	3.3	4.0
Massachusetts College of Liberal Arts	5.3	4.5	6.4
Massachusetts Maritime Academy	6.3	3.5	4.2
Salem State College	2.1	2.9	6.1
Westfield State College	2.6	2.7	6.9
Worcester State College	5.9	4.9	10.2
Berkshire Community College	0.8	0.9	4.2
Bristol Community College	3.2	2.8	5.6
Bunker Hill Community College	1.9	1.2	5.8
Cape Cod Community College	0.0	1.8	6.2
Greenfield Community College [7]	4.0	0.0	0.0
Holyoke Community College	4.2	4.6	4.3
Massachusetts Bay Community College	3.0	4.0	6.6
Massasoit Community College	2.9	4.1	6.6
Middlesex Community College	4.6	4.1	4.9
Mount Wachusett Community College	4.6	5.3	5.0
North Shore Community College	0.2	5.8	5.4
Northern Essex Community College	2.1	7.4	6.2
Quinsigamond Community College	4.4	4.3	5.0
Roxbury Community College	5.0	6.0	4.6
Springfield Technical Community College	0.8	4.1	4.3
University of Massachusetts	3.3	8.0	8.2
All State Colleges	3.7	5.0	5.8
All Community Colleges	2.9	3.9	5.6

Source: BHE Budget Worksheets

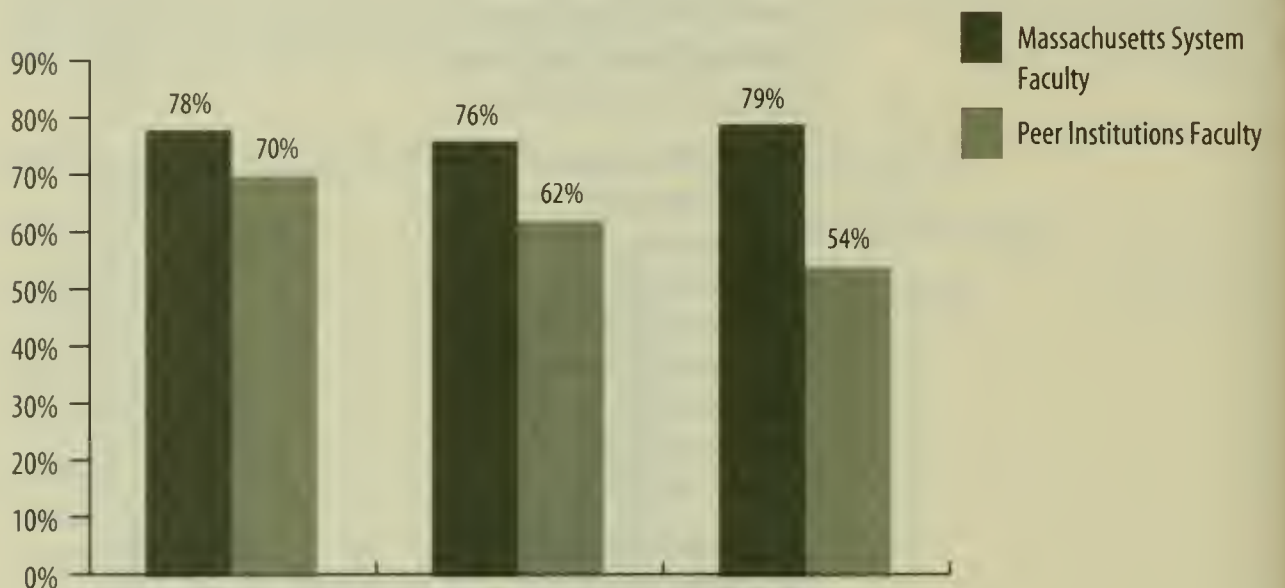
[6]Capital adaptation and renewal are those expenditures above and beyond routine maintenance that are used either to improve the physical plant for changes in use, codes, or standards (adaptation) or to keep the plant in good condition for its present use (renewal).

[7]Greenfield Community College was granted a waiver due to recent and ongoing major campus renovations.

Tenure Rates

High tenure rates can limit an institution's ability to be responsive, fiscally and academically, to the changing environment. The percentage of tenured faculty in the University of Massachusetts, state colleges and community colleges exceeds the average percentage of faculty with tenure at peer institutions. The Board of Higher Education has begun discussions with faculty unions on alternatives to tenure.

Percent Faculty with Tenure 1996–1997



Source: IPEDS

Academic Program Review

"Two years ago we began a new process for academic program review. Campuses are given an opportunity to present arguments for continuing a program that awards less than an average of five degrees per year over a three-year period. It is a model program of collaboration between institutions and the Board of Higher Education."

Board member Catherine Wilder Labine, Chair of the Academic and Campus Affairs Committee

Programs with low-degree completion rates detract from campus efforts to provide excellence in programs that promote a more focused mission, draw faculty and administrative attention away from more viable and productive programs, and occupy facilities that might otherwise be used more effectively by other programs.

To address these concerns, in September 1996, the Board of Higher Education adopted the Academic Program Productivity Policy, which set guidelines for determining whether programs with low graduation rates should be continued, consolidated, discontinued or transferred. This policy is grounded in the Board's mandate to provide the greatest return on the investment of limited public resources by offering quality academic programs that meet student and state needs.

Under this policy, campuses are asked to justify continuation of any program that awarded an average of five or less degrees over the last three-year period at the master's, bachelor's, or associate's degree level, and three or less degrees at the doctoral level.

In addition to the number of degrees awarded, other factors that are part of the review process include centrality to mission, demand, need and program duplication, quality, enrollment, and resources. Under these guidelines 50 programs with low graduation rates have been eliminated.

» To Promote Collaboration Among the Campuses and with the Independent Higher Education Sector

Collaborations

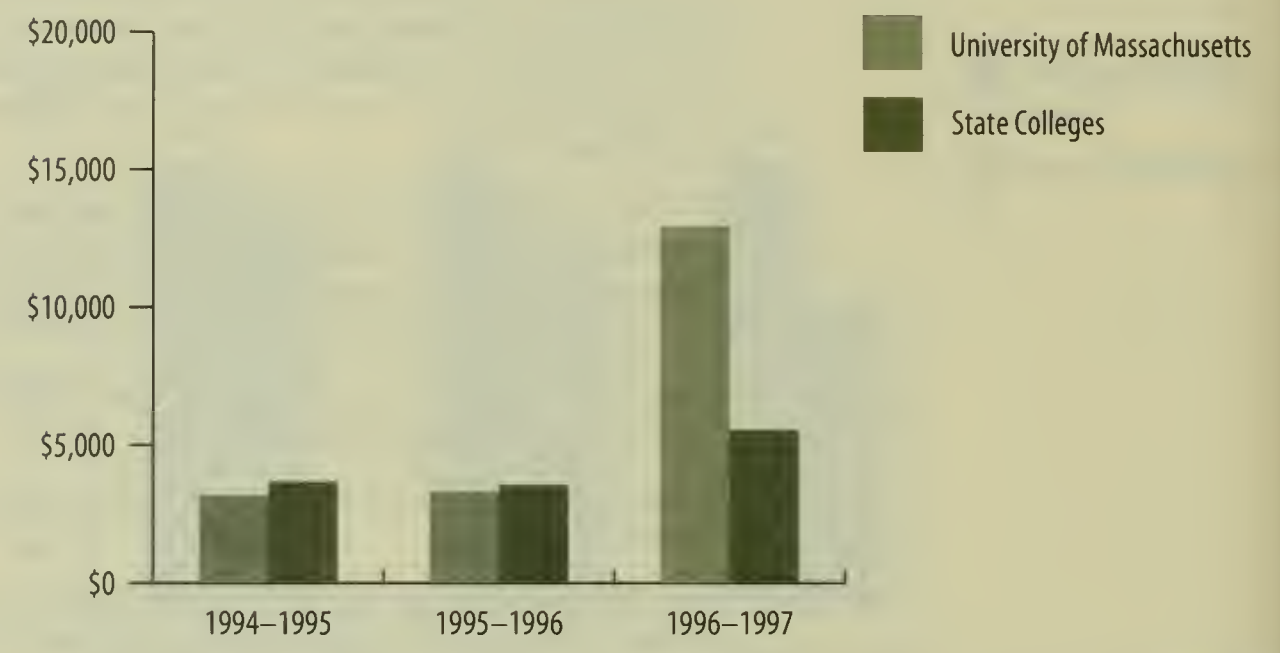
Success in promoting collaborations among campuses and with the independent sector contributes significantly to the cost-effective and efficient use of resources.

- Cross-registration agreements provide students at community colleges, state colleges, and the University of Massachusetts with access to courses, at no additional cost, at more than 40 independent institutions. These colleges include some of the top-ranked colleges and universities in the country—Massachusetts Institute of Technology, Tufts University, and Williams College.
- The Five College Consortium in western Massachusetts (University of Massachusetts Amherst and Amherst, Hampshire, Mount Holyoke, and Smith Colleges) features faculty exchanges, joint degree programs, shared academic departments, and cross-registration. Each year more than 4,500 students register for courses on another campus.
- Students in the public system benefit from partnerships that provide opportunities for study abroad and international travel.
- Public and independent institutions share armed forces reserve officer training (ROTC) programs.
- More than 1,000 formal program articulation agreements exist between community colleges and four-year public/independent colleges and universities.
- All public campuses share electronic library databases.
- In 1997–1998 public higher education institutions saved more than $16 million through joint purchases made available by the Massachusetts Higher Education Consortium. (See Appendix J–Cost Savings from Collaborative Purchasing 1997–1998.)

» To Maximize Fund Raising from Private Sources

From 1994–1995 to 1996–1997, private fund raising increased more than 50 percent at the University of Massachusetts and the state colleges. Capital campaigns have spurred fund raising at the Amherst and Boston campuses.

Endowment Funds Raised* (in thousands)



*Data not available for community colleges

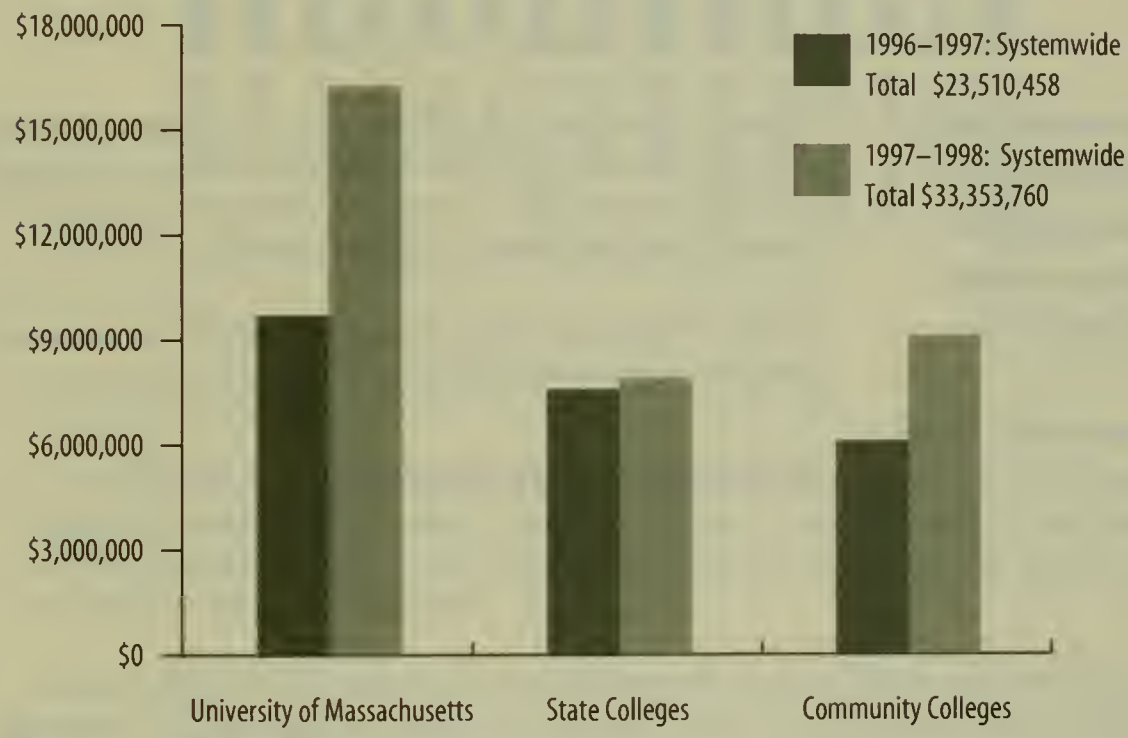
Source: Campus data

The Endowment Incentive Program

The Endowment Incentive Program, a new initiative supported with state appropriations and approved for the first time in 1996–1997, provides an additional incentive for private fund raising. Fund raising under this program increased 42 percent systemwide from 1996–1997 to 1997–1998, including a nearly 50 percent increase in the community college segment.

Unlike the category of funds identified on the previous page that records cash gifts only, the Endowment Incentive Program includes matching funds for gifts-in-kind. In its first year, 1996–1997, the Legislature approved $11 million for the Endowment Incentive Program, renewing it for $14 million in 1997–1998, and $8 million in 1998–1999. The Endowment Incentive Program matches every $2 in private funds raised by an institution with up to $1 from the state general fund. As a result of this program, every campus in the system has improved its performance in this area. (See Appendix K–Private Fund Raising.)

Dollars Raised in Matching Funds from Endowment Incentive Program



Source: Campus Data

SECTION FOUR

PROVIDE SERVICE TO THE COMMONWEALTH

» To Respond to Workforce Needs

Each segment of the system fulfills a different role in meeting the policy and service needs of local communities. For example, the University of Massachusetts supports basic research leading to strong advances in such areas as artificial intelligence, polymer research, and medicine; state colleges provide needs analysis and public service on a regional basis to businesses, government agencies, and community groups; and community colleges meet local needs and interests through targeted programs and customized training.

Every institution in the public higher education system plays a role in responding to the needs of the workplace. The University campuses conduct research on the needs of business and labor. State colleges collaborate with local businesses and government agencies on a variety of economic development initiatives. Community colleges provide job training, skills development, and basic education programs.

Workforce Development

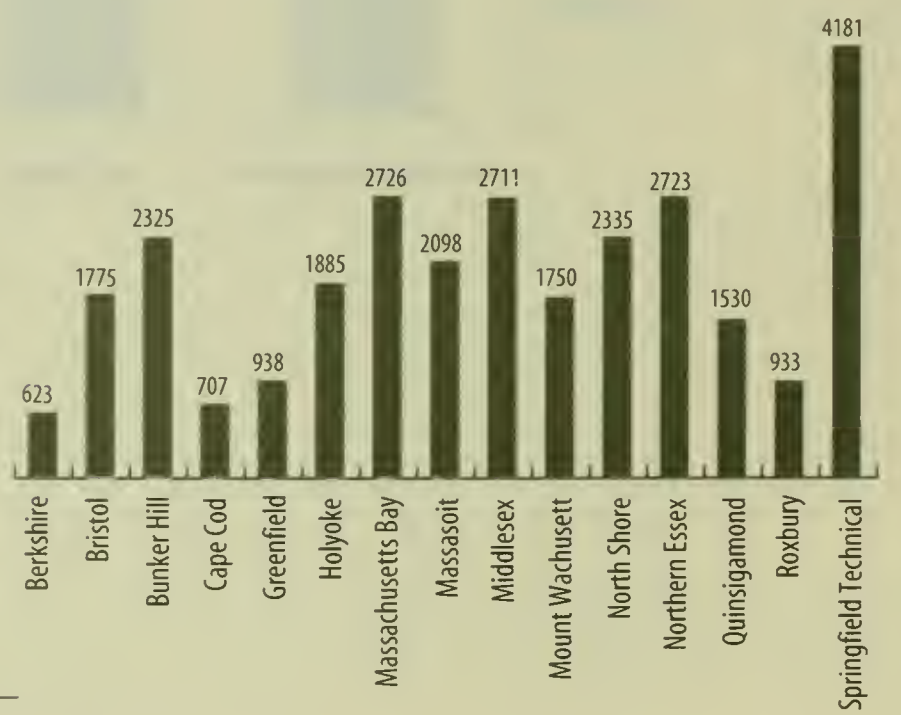
"The role of the community colleges in workforce development is impressive, but we must never forget the important role they also play in providing the first two years of a liberal arts education."

Board member Woolsey S. Conover

Workforce development and public service activities are central to the community college mission. Both for-credit and not-for-credit courses are offered in occupational areas. These courses are important in meeting the workforce needs of the Commonwealth and upgrading residents' abilities to meet employers' demands.

In fall 1997 there were 29,150 students[8] enrolled in occupation-specific certificate and degree programs at community colleges.

Enrollment in Occupation-Specific Programs, Fall 1997

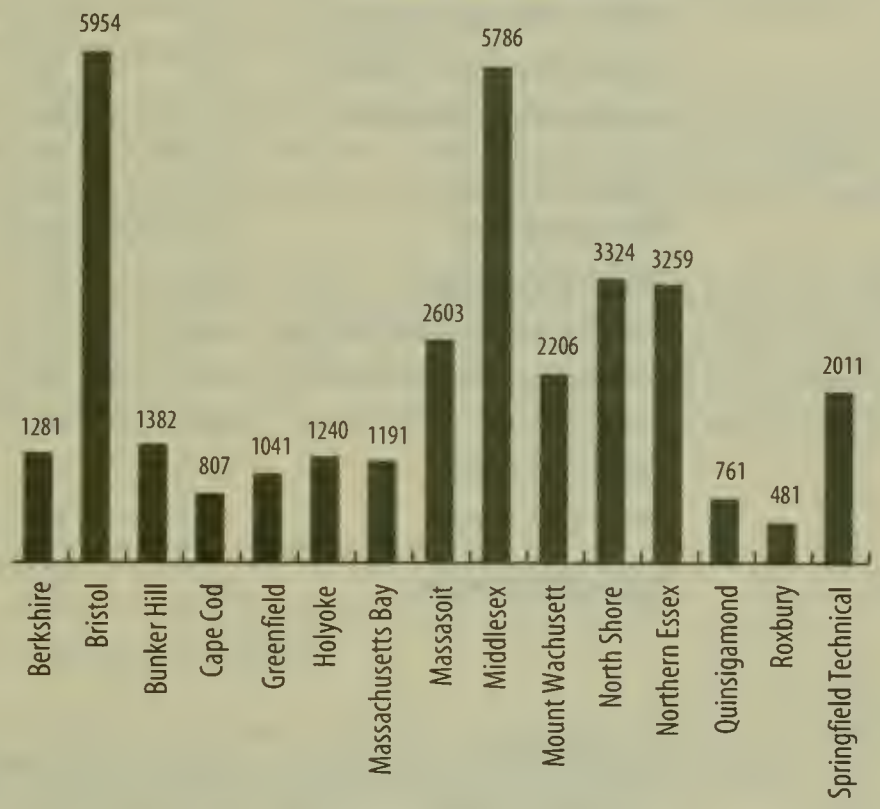


[8]Unduplicated headcount

SOURCE: IPEDS

In 1996–1997 the community colleges enrolled 33,327 participants[9] in 2,898 not-for-credit, workforce development, or job skills training courses.

Enrollment in Not-for-Credit Workforce Development or Job Skills Courses, 1996–1997



Source: Campus data

Teacher Education

All of the state college and University of Massachusetts campuses (except the Massachusetts Maritime Academy) offer academic programs leading to teacher education certification. In 1997 the state colleges conferred 1,420 baccalaureate education degrees and 645 post-baccalaureate education certificates and degrees.

"One of our most important initiatives in the past two years was our collaboration with the Board of Education to fund 17 partnerships between colleges and school districts focusing on the early identification and recruitment of promising candidates of color to become teachers."

Board Vice Chair Jane Edmonds

Helping public school students meet the high standards established in the 1993 Education Reform Act requires knowledgeable, highly skilled teachers. The results of the 1998 Massachusetts Educator Certification Tests called into question the Commonwealth's programs for preparing such teachers. Only 50 percent of all candidates for certification (from both public and independent institutions) passed both the Communication and Skills Test (the Reading and Writing Subtests) and a Subject Test (in the area in which the candidate sought certification) in the first 1998 test administrations (April and July). The University of Massachusetts segment pass rate was 62 percent, and the state college segment pass rate was 48 percent.

[9]Duplicated headcount

Massachusetts Educator Certification Tests Pass Rates—Cumulative April and July 1998 Test Results

	Reading and Writing (Literacy)		All Subject Tests		Overall Pass Rate	
Institution	N	% Pass	N	% Pass	N	% Pass
University of Massachusetts Amherst	167	77	172	82	166	69
University of Massachusetts Boston	55	75	59	68	53	55
University of Massachusetts Dartmouth	44	61	44	36	43	30
University of Massachusetts Lowell	62	84	72	83	61	74
Bridgewater State College	187	66	186	70	185	55
Fitchburg State College	126	56	127	61	110	46
Framingham State College	83	69	84	74	82	55
Massachusetts College of Art State College	16	75	17	71	16	63
Massachusetts College of Liberal Arts	40	48	43	54	40	35
Salem State College	166	63	166	57	163	49
Westfield State College	142	48	138	53	132	35
Worcester State College	59	64	63	65	57	51
Total (weighted averages)	1147	64	1171	67	1108	52

Source: Massachusetts Department of Education

The high failure rate on this examination prompted Governor A. Paul Cellucci to ask the Board of Higher Education to develop a plan to improve teacher education programs. In *Creating Tomorrow: Preparing the Next Generation of Teachers,* a Statewide Plan for Action and Results, the Board recommended actions to ensure that the graduates of public and independent colleges and universities are equipped to be outstanding teachers. The twenty recommendations focused on three major themes:

- quality and accountability of teacher education programs
- recruitment and retention of highly qualified students and teachers
- commitment to ongoing systemic change

The state demonstrated its commitment to improving the teaching profession with an initial $3 million state appropriation to implement the *Tomorrow's Teachers Scholarship Program* in fall 1999. When fully implemented, $10.5 million will be provided in scholarship aid. Full scholarships will be awarded to outstanding high school graduates who attend a Massachusetts public college or university and agree to teach in Massachusetts public schools for four years.

In addition to this program, the Board of Higher Education approved three tuition waiver programs in November 1998 to improve the recruitment of highly qualified individuals to the teaching profession and their retention in the profession.

- The *Incentive Program for Aspiring Teachers* is designed to complement the *Tomorrow's Teachers Scholarship Program.* This program provides tuition waivers to qualified students who, after enrolling in college, decide to enter education certification programs in a field with demonstrated teacher shortages.
- The *Collaborative Teachers Tuition Waiver* program supports Massachusetts public school teachers who mentor a full-time student teacher from a state college or university. The program supports the professional development of public school teachers in the Commonwealth.
- The *Career Advancement Program Tuition Waiver* provides support to Massachusetts public school teachers for further graduate study during their first three years of teaching. The program is designed to increase the retention of new teachers during the first three years, when attrition is highest, by rewarding teachers with career advancement opportunities.

» To Support K–12 Education[10]

The Board of Higher Education has also promoted its commitment to access and excellence through the Dual Enrollment Program and the *College-to-School Report.*

"Dual enrollment is a win-win program. Talented high school juniors and seniors take courses, not offered at their high schools, at Massachusetts public colleges and the University of Massachusetts. Students can reduce by one or even two semesters the time it will take to earn their degree."

Board member and Commissioner of Education David Driscoll

- Talented high school juniors and seniors can enroll in courses at Massachusetts public college and university campuses. Students receive high school and college credit for the courses they complete, and the Commonwealth pays the tuition and fees.
- In 1998 the Board of Higher Education issued its third annual Arthur Gelb *College-to-School Report.* This report, a systemwide initiative, provides high schools and colleges with information on the performance of Massachusetts high school graduates enrolled in public post-secondary institutions in the Commonwealth. The report improves communication between public colleges and high schools by highlighting several indicators of performance in college. High school teachers and counselors use information from this report in preparing students and guiding them to institutions that will best meet their educational goals.
- The Board of Higher Education also supports K–12 education by accepting into four-year public institutions only students who are prepared to do college-level work.

[10]The University of Massachusetts comprehensive performance report, Summary Report on K–12 Outreach, July 1998 can be obtained from the University of Massachusetts President's Office.

Placement Accountability System

A new accountability system is being developed to measure public higher education's performance in responding to workforce needs. The Placement Accountability System (PAS) is a tracking mechanism that will match data on a student's academic program with employment records, including salary and wages. Data will also be collected on industry's hiring practices, employment histories, and demand for particular academic programs and educational training. When fully implemented, this system will put Massachusetts in the forefront of states that are trying to align academic programs with economic development opportunities.

PAS data will provide the opportunity to conduct objective assessments of program performance and identify the need for program improvements.

The Massachusetts Institute for Social and Economic Research (MISER) is developing this new accountability system as part of a larger initiative on accountability in public education and training. Data will be available and included in next year's *Condition of Public Higher Education Report.*

CONCLUDING REMARKS

"This report demonstrates that the many hours spent by the Task Force on Performance Measurement and Accountability were hours well spent."

Board member and former Task Force chairperson Peter Nessen

There have been many successes, but there is still much to be accomplished.

- Continue to make access to higher education for all Massachusetts residents a major priority. Affordability is paramount. Student charges must be reduced.
- Demonstrate that graduates from our four-year institutions have mastered college-level academic skills. Systemwide exit exams are being developed.
- Contain the rate of growth of Education and General Expenditures. (See Appendix L–Education and General Expenditures 1996–1997.)
- Support deferred maintenance and ongoing physical plant adaptation and renewal.
- Commit resources to invest in state-of-the-art technology at all campuses.
- Expand workforce development programs and make an aggressive commitment to literacy education.
- Improve scores on the Massachusetts Educator Certification Tests. We will move to an 80 percent pass rate by 2000 and a goal of 90 percent thereafter.

APPENDIX A

PERFORMANCE TARGETS TO BE DETERMINED FOR ACCOUNTABILITY OBJECTIVES

ACCOUNTABILITY OBJECTIVE	COMMUNITY COLLEGE PERFORMANCE MEASURE	SHARED PERFORMANCE MEASURE	STATE COLLEGE PERFORMANCE MEASURE
To make Public Higher Education More Affordable		Fees	
To Improve Student Access	Annualized credit headcount Annualized total number of enrollments in non-credit college offerings		Overall retention rates Overall graduation rates
To Improve Student Achievement	Fall credit course completion Placement rate of career program graduates Transfers Achievement of educational goals	Licensure exam pass rate	Teacher Test
To Recruit Qualified Students			High school weighted GPA SAT scores Percentage of special admits
To Ensure Cost-Effective Use of Resources and Manage Campuses Efficiently		Institutional support costs Instructional costs Capital adaptation and renewal as percent of operating budget	
To Promote Collaboration Among Campuses and with Independent Higher Education	Articulation agreements between two-year and four-year public/independent institutions Students participating in Joint Admissions Program		Joint purchasing agreements
To Maximize fundraising from Private Sources	Total gifts eligible for endowment match Endowment Challenge Goal		Private funds raised Alumni giving Size of endowment Endowment per FTE student
To Respond to Specific Needs of the Workplace as Defined by Business and Labor	Job placement rates for graduates of career-oriented programs Participation in not-for-credit, workforce development/job skills training courses Advisory boards		Job Placement rates
To Support K-12 Programs	Collaboration with school districts to provide educational services		Activities of direct service to K-12 students Programs that support K-12 personnel

APPENDIX B

DESIGNATED INSTITUTIONAL PEERS

University of Massachusetts

Amherst

- University of California-Santa Barbara
- University of Colorado at Boulder
- University of Connecticut
- University of Florida
- Iowa State University
- University of Maryland-College Park
- Michigan State University
- University of Missouri-Columbia
- University of Nebraska at Lincoln
- Rutgers University-New Jersey
- SUNY at Stony Brook
- SUNY College at Buffalo
- Ohio State University-Main Campus
- Pennsylvania State University

Boston

- University of Colorado at Denver
- University of Maryland-Baltimore County
- University of Missouri-St. Louis
- University of Nevada-Las Vegas
- CUNY Brooklyn College
- Queens College
- Cleveland State University
- Portland State University
- University of Memphis
- George Mason University
- University of Wisconsin-Milwaukee

Dartmouth

- Murray State University
- Oakland University
- University of Minnesota-Duluth
- Rider University
- Rowan College of New Jersey
- University of North Carolina-Wilmington
- University of Tennessee-Chattanooga
- Seattle University
- University of Wisconsin-Eau Claire

Lowell

- University of Alabama in Huntsville
- Florida Atlantic University
- Indiana State University
- Wichita State University
- University of Maine
- Montana State University-Bozeman
- University of Nevada-Reno
- New Jersey Institute of Technology
- Wright State University-Main Campus
- Old Dominion University

State Colleges

Bridgewater

- Northeastern Illinois
- Rowan College of New Jersey
- SUNY College at Buffalo
- SUNY College at Oswego
- Kutztown University
- Millersville University
- Rhode Island College
- University of Wisconsin-Oshkosh

Fitchburg

- Sonoma State University
- Fort Hays State University
- Frostburg State University
- Salisbury State University
- Saginaw Valley State University
- University of Nebraska at Kearney
- The College of New Jersey
- William Paterson College of New Jersey
- Western Carolina University
- Bloomsburg University
- Shippensburg University
- University of Wisconsin-Stout

Framingham

- Northeastern Illinois University
- Southern University-New Orleans
- University of Baltimore
- Coppin State College
- Morgan State University
- Rowan College of New Jersey
- Kean College of New Jersey

Massachusetts College of Art

- Art Center College of Design
- California College of Arts and Crafts
- California Institute of the Arts
- School of the Art Institute of Chicago
- Maryland Institute College of Art
- Pratt Institute-Main
- Pratt Institute-Manhattan
- Columbus College of Art and Design
- The University of the Arts
- Rhode Island School of Design

Massachusetts College of Liberal Arts

- Saint Mary's College of Maryland
- Regis College
- University of Minnesota-Morris
- Hartwick College
- Hobart and William Smith Colleges
- Muhlenberg College
- Susquehanna University

Massachusetts Maritime Academy

- California Maritime Academy
- Maine Maritime Academy
- SUNY Maritime College

Salem

- Chicago State University
- Northeastern Illinois University
- Oakland University
- Rowan College of New Jersey
- Kean College of New Jersey
- Montclair State University
- SUNY College at Buffalo
- California University of Pennsylvania
- West Chester University

Westfield

- Western Connecticut State University
- Frostburg State University
- Salisbury State University
- The College of New Jersey
- SUNY College at Geneseo
- East Strosburg University
- University of Wisconsin-Green Bay

Worcester

- Western Connecticut State University
- Frostburg State University
- Saginaw Valley State University
- Jersey City State College
- SUNY College at Brockport
- East Strosburg University
- Rhode Island College
- University of Wisconsin-Parkside

Community Colleges

Berkshire

- Carl Sandburg College
- Sauk Valley Community College
- Hagerstown Junior College
- Alpena Community College
- Bay de Noc Community College
- Southwestern Michigan College
- Mineral Area College
- Cumberland County College
- Cayuga County Community College
- Edison State Community College

Bristol

- Lakeland College
- Hutchinson Community College
- Northwestern Michigan College
- Rochester Community and Technical College
- Atlantic Community College
- Adirondack Community College
- Finger Lakes Community College
- Luzerne County Community College

Bunker Hill

- Community College of Denver
- Kansas City Kansas Community College
- Baltimore City Community College
- Howard Community College
- Penn Valley Community College-Missouri
- Saint Louis Community College-Forest Park
- Cincinnati State Technical & Community College
- Cuyahoga Community College District

Cape Cod

- Hagerstown Junior College
- Lake Michigan College
- Rochester Community and Technical College
- Three Rivers Community College
- Atlantic Community College
- Cumberland County College
- Adirondack Community College
- Clinton Community College
- Genesee Community College
- Tompkins-Cortland Community College
- Clark State Community College

Greenfield

- Iowa Lakes Community College
- Bay de Noc Community College
- North Central Michigan College
- Clark State Community College
- Weatherford College
- Grays Harbor College
- Northwest Community College

Holyoke

- Black Hawk College
- Kansas City Kansas Community College
- Howard Community College
- Kellogg Community College
- Raritan Valley Community College
- Dutchess Community College
- Erie Community College-North Campus
- Niagara County Community College
- Orange County Community College

Massachusetts Bay

- Pueblo Community College
- Northeast Iowa Community College-Calmar
- St. Clair County Community College
- Gloucester County College
- Middlesex County College
- Niagara County Community College
- Delaware County Community College
- Trident Technical College

Massasoit

- Black Hawk College
- Rochester Community and Technical College
- Broome Community College
- CUNY Bronx Community College
- Dutchess Community College
- Orange County Community College
- Harrisburg Area Community College

Middlesex

- Kansas City Kansas Community College
- Baltimore City Community College
- County College of Morris
- Essex County College
- Erie Community College-North Campus
- Niagara County Community College
- Rockland Community College
- Westmoreland County Community College

Mount Wachusett

- Kankakee Community College
- Hutchinson Community College
- Frederick Community College
- Hagerstown Community College
- Northwestern Michigan College
- Southwestern Michigan College
- Rochester Community and Technical College
- Corning Community College
- Genesee Community College
- Reading Area Community College

North Shore

- Naugatuck Valley Community-Technical College
- Kansas City Kansas Community College
- Baltimore City Community College
- Howard Community College
- Essex Community College
- Gloucester County College
- Niagara County Community College
- Northhampton County Area Community College

Northern Essex

- Elgin Community College
- Parkland College
- Jackson Community College
- Atlantic Community College
- Mercer County Community College
- Onondaga Community College
- Lorain County Community College
- Northhampton County Area Community College

Quinsigamond

- Kankakee Community College
- Kaskaskia College
- Allegany College
- Kellogg Community College
- Passaic County Community College
- Corning Community College
- Clark State Community College
- Lorain County Community College
- Butler County Community College
- Lehigh Carbon Community College
- Northampton County Area Community College

Roxbury

- Capital Community-Technical College
- Housatonic Community-Technical College
- Lawson State Community College
- Atlanta Metropolitan College
- Baltimore City Community College
- Hudson County Community College
- Passaic County Community College

Springfield Technical

- Delaware Technical and Community College-Stanton-Wilmington
- Mercer County Community College
- Broome County Community College
- Erie Community College-North Campus
- SUNY College of Agriculture and Technology at Morrisville
- Owens Community College
- Stark State College of Technology
- Luzerne County Community College

APPENDIX C

STUDENT CHARGES, FALL 1994 AND FALL 1998—TUITION AND FEES

	Fall 1994	Fall 1998	4-YEAR $Change	4-YEAR %Change
University of Massachusetts Amherst	$5,467	$5,229	(238)	-4
University of Massachusetts Boston	4,298	4,192	(106)	-2
University of Massachusetts Dartmouth	3,835	4,171	336	9
University of Massachusetts Lowell	4,605	4,337	(268)	-6
Bridgewater State College	$3,422	$3,182	(240)	-7
Fitchburg State College	3,234	3,198	(36)	-1
Framingham State College	3,228	3,070	(158)	-5
Massachusetts College of Art	3,983	3,904	(79)	-2
Massachusetts College of Liberal Arts	3,555	3,377	(178)	-5
Massachusetts Maritime Academy	3,024	3,044	20	1
Salem State College	3,198	3,078	(120)	-4
Westfield State College	3,185	3,034	(151)	-5
Worcester State College	2,654	2,555	(99)	-4
Berkshire Community College	$2,400	$2,580	180	8
Bristol Community College	2,460	2,220	(240)	-10
Bunker Hill Community College	2,250	2,190	(60)	-3
Cape Cod Community College	2,232	2,362	130	6
Greenfield Community College	2,478	2,327	(151)	-6
Holyoke Community College	2,472	2,326	(146)	-6
Massachusetts Bay Community College	2,310	2,205	(105)	-5
Massasoit Community College	2,490	2,160	(330)	-13
Middlesex Community College	2,820	2,400	(420)	-15
Mount Wachusett Community College	3,000	2,800	(200)	-7
North Shore Community College	2,490	2,220	(270)	-11
Northern Essex Community College	2,430	2,310	(120)	-5
Quinsigamond Community College	2,254	2,070	(184)	-8
Roxbury Community College	2,295	2,220	(75)	-3
Springfield Technical Community College	2,630	2,360	(270)	-10
University of Massachusetts	$4,865	$4,741	(124)	-3
State Colleges	3,212	3,104	(108)	-3
Community Colleges	2,474	2,293	(181)	-7
Systemwide	$3,580	$3,434	(146)	-4

Source: IPEDS and campus reported tuition and fee surveys

APPENDIX D

TUITION, FALL 1994 AND FALL 1998

	Fall 1994	Fall 1998	4-YEAR $Change	4-YEAR %Change
University of Massachusetts Amherst	$2,220	$1,904	(316)	-14
University of Massachusetts Boston	2,220	1,904	(316)	-14
University of Massachusetts Dartmouth	1,836	1,574	(262)	-14
University of Massachusetts Lowell	1,884	1,615	(269)	-14
Bridgewater State College	$1,408	$1,150	(258)	-18
Fitchburg State College	1,408	1,210	(198)	-14
Framingham State College	1,408	1,210	(198)	-14
Massachusetts College of Art	1,463	1,260	(203)	-14
Massachusetts College of Liberal Arts	1,408	1,210	(198)	-14
Massachusetts Maritime Academy	1,463	1,260	(203)	-14
Salem State College	1,408	1,150	(258)	-18
Westfield State College	1,408	1,210	(198)	-14
Worcester State College	1,408	1,210	(198)	-14
Berkshire Community College	$1,140	$960	(180)	-16
Bristol Community College	1,200	900	(300)	-25
Bunker Hill Community College	1,200	900	(300)	-25
Cape Cod Community College	1,200	930	(270)	-23
Greenfield Community College	1,140	960	(180)	-16
Holyoke Community College	1,200	900	(300)	-25
Massachusetts Bay Community College	1,200	930	(270)	-23
Massasoit Community College	1,200	930	(270)	-23
Middlesex Community College	1,200	900	(300)	-25
Mount Wachusett Community College	1,200	960	(240)	-20
North Shore Community College	1,200	900	(300)	-25
Northern Essex Community College	1,200	930	(270)	-23
Quinsigamond Community College	1,200	900	(300)	-25
Roxbury Community College	1,200	960	(240)	-20
Springfield Technical Community College	1,200	930	(270)	-23
University of Massachusetts	$2,111	$1,815	(296)	-14
State Colleges	1,412	1,190	(222)	-16
Community Colleges	1,196	920	(276)	-23
Systemwide	$1,600	$1,331	(269)	-17

Source: IPEDS and campus reported tuition and fee surveys

APPENDIX E

TOTAL MANDATORY FEES, FALL 1994 AND FALL 1998

	Fall 1994	Fall 1998	4-year $Change	4-year %Change
University of Massachusetts Amherst	$3,247	$3,325	78	2
University of Massachusetts Boston	2,078	2,288	210	10
University of Massachusetts Dartmouth	1,999	2,597	598	30
University of Massachusetts Lowell	2,721	2,722	1	0
Bridgewater State College	$2,014	$2,032	18	1
Fitchburg State College	1,826	1,988	162	9
Framingham State College	1,820	1,860	40	2
Massachusetts College of Art	2,520	2,644	124	5
Massachusetts College of Liberal Arts	2,147	2,167	20	1
Massachusetts Maritime Academy	1,561	1,784	223	14
Salem State College	1,790	1,928	138	8
Westfield State College	1,777	1,824	47	3
Worcester State College	1,246	1,345	99	8
Berkshire Community College	$1,260	$1,620	360	29
Bristol Community College	1,260	1,320	60	5
Bunker Hill Community College	1,050	1,290	240	23
Cape Cod Community College	1,032	1,432	400	39
Greenfield Community College	1,338	1,367	29	2
Holyoke Community College	1,272	1,427	155	12
Massachusetts Bay Community College	1,110	1,275	165	15
Massasoit Community College	1,290	1,230	(60)	-5
Middlesex Community College	1,620	1,500	(120)	-7
Mount Wachusett Community College	1,800	1,840	40	2
North Shore Community College	1,290	1,320	30	2
Northern Essex Community College	1,230	1,380	150	12
Quinsigamond Community College	1,054	1,170	116	11
Roxbury Community College	1,095	1,260	165	15
Springfield Technical Community College	1,430	1,430	0	0
University of Massachusetts	$2,754	$2,927	173	6
State Colleges	1,800	1,913	113	6
Community Colleges	1,278	1,373	95	7
Systemwide	$1,980	$2,103	123	6

Source: IPEDS and campus reported tuition and fee surveys

APPENDIX F

COST OF EDUCATION, 1996–1997 TO 1998–1999

State- and Student-Supported Education and General Expenditures per Annualized FTE Student Enrollment

	1996–1997	1997–1998	1998–1999 Projected
University of Massachusetts Amherst	$12,470	$13,325	$14,080
University of Massachusetts Boston	11,196	11,780	12,561
University of Massachusetts Dartmouth	12,002	12,759	13,215
University of Massachusetts Lowell	11,421	12,021	12,424
Bridgewater State College	$7,517	$7,996	8,276
Fitchburg State College	8,206	8,639	8,946
Framingham State College	8,463	8,607	8,667
Massachusetts College of Art	12,000	12,507	13,237
Massachusetts College of Liberal Arts	12,678	13,160	13,930
Massachusetts Maritime Academy	13,646	14,577	16,224
Salem State College	7,986	8,112	8,260
Westfield State College	8,274	8,686	8,854
Worcester State College	8,076	8,464	8,577
Berkshire Community College	$9,525	$9,996	$10,700
Bristol Community College	6,479	6,970	7,169
Bunker Hill Community College	6,737	7,195	7,810
Cape Cod Community College	7,198	7,761	8,593
Greenfield Community College	8,625	9,241	9,985
Holyoke Community College	6,824	7,172	7,416
Massachusetts Bay Community College	6,106	6,696	6,984
Massasoit Community College	7,772	7,999	8,108
Middlesex Community College	7,467	8,053	8,425
Mount Wachusett Community College	9,479	9,970	10,259
North Shore Community College	8,400	8,612	8,748
Northern Essex Community College	7,788	8,499	9,142
Quinsigamond Community College	6,722	6,915	7,088
Roxbury Community College	8,437	8,860	9,404
Springfield Technical Community College	8,026	8,344	8,553
University of Massachusetts	$11,953	$12,692	$13,379
State Colleges	8,741	9,071	9,294
Community Colleges	7,388	7,996	8,247
Systemwide	$9,521	$10,117	$10,498

Source: Budget Worksheets

APPENDIX G

FALL HEADCOUNT ENROLLMENT, FALL 1995 AND FALL 1998

Undergraduate Headcount Enrollment

	FALL 1995	FALL 1998	3-YEAR %Change
University of Massachusetts Amherst	19,164	18,752	-2
University of Massachusetts Boston	10,075	10,132	1
University of Massachusetts Dartmouth	5,879	5,828	-1
University of Massachusetts Lowell	10,041	9,355	-7
Bridgewater State College	7,040	7,320	4
Fitchburg State College	3,990	3,653	-8
Framingham State College	4,503	4,390	-3
Massachusetts College of Art	2,017	2,211	10
Massachusetts College of Liberal Arts	1,606	1,481	-8
Massachusetts Maritime Academy	801	780	-3
Salem State College	8,453	6,805	-19
Westfield State College	4,042	4,188	4
Worcester State College	4,922	4,592	-7
Berkshire Community College	2,388	2,440	2
Bristol Community College	5,223	5,520	6
Bunker Hill Community College	6,250	6,417	3
Cape Cod Community College	3,640	3,845	6
Greenfield Community College	2,175	2,240	3
Holyoke Community College	5,402	5,468	1
Massachusetts Bay Community College	5,252	4,801	-9
Massasoit Community College	5,602	6,472	16
Middlesex Community College	6,021	6,664	11
Mount Wachusett Community College	2,894	3,194	10
North Shore Community College	5,153	5,529	7
Northern Essex Community College	6,140	5,809	-5
Quinsigamond Community College	4,647	5,178	11
Roxbury Community College	2,889	2,330	-19
Springfield Technical Community College	6,084	6,478	6
University of Massachusetts	**45,159**	**44,067**	**-2**
State Colleges	**37,374**	**35,420**	**-5**
Community Colleges	**69,760**	**72,385**	**4**
Systemwide	**152,293**	**151,872**	**0**

Source: IPEDS Fall 1995 and 1998 Enrollment Surveys

Graduate Headcount Enrollment

	FALL 1995	FALL 1998	3-YEAR %Change
University of Massachusetts Amherst	6,103	5,793	-5
University of Massachusetts Boston	2,605	3,349	29
University of Massachusetts Dartmouth	580	771	33
University of Massachusetts Lowell	2,995	2,790	-3
Bridgewater State College	1,353	1,841	36
Fitchburg State College	1,557	2,737	76
Framingham State College	469	1,295	176
Massachusetts College of Art	112	102	-9
Massachusetts College of Liberal Arts	123	146	19
Massachusetts Maritime Academy	0	0	0
Salem State College	1,260	1,938	54
Westfield State College	719	782	9
Worcester State College	583	738	27
University of Massachusetts	12,173	12,703	4
State Colleges	6,176	9,579	55
Systemwide	18,349	22,282	21

Source: IPEDS Fall 1995 and 1998 Enrollment Surveys

Total Undergraduate and Graduate Headcount Enrollment

	FALL 1995	FALL 1998	3-YEAR %Change
University of Massachusetts	57,332	56,770	-1
State Colleges	43,550	44,999	3
Community Colleges	69,760	72,385	4
Systemwide	170,642	174,154	2

Source: IPEDS Fall 1995 and 1998 Enrollment Surveys

APPENDIX H

FULL-TIME EQUIVALENT ENROLLMENT, FALL 1995 AND FALL 1998

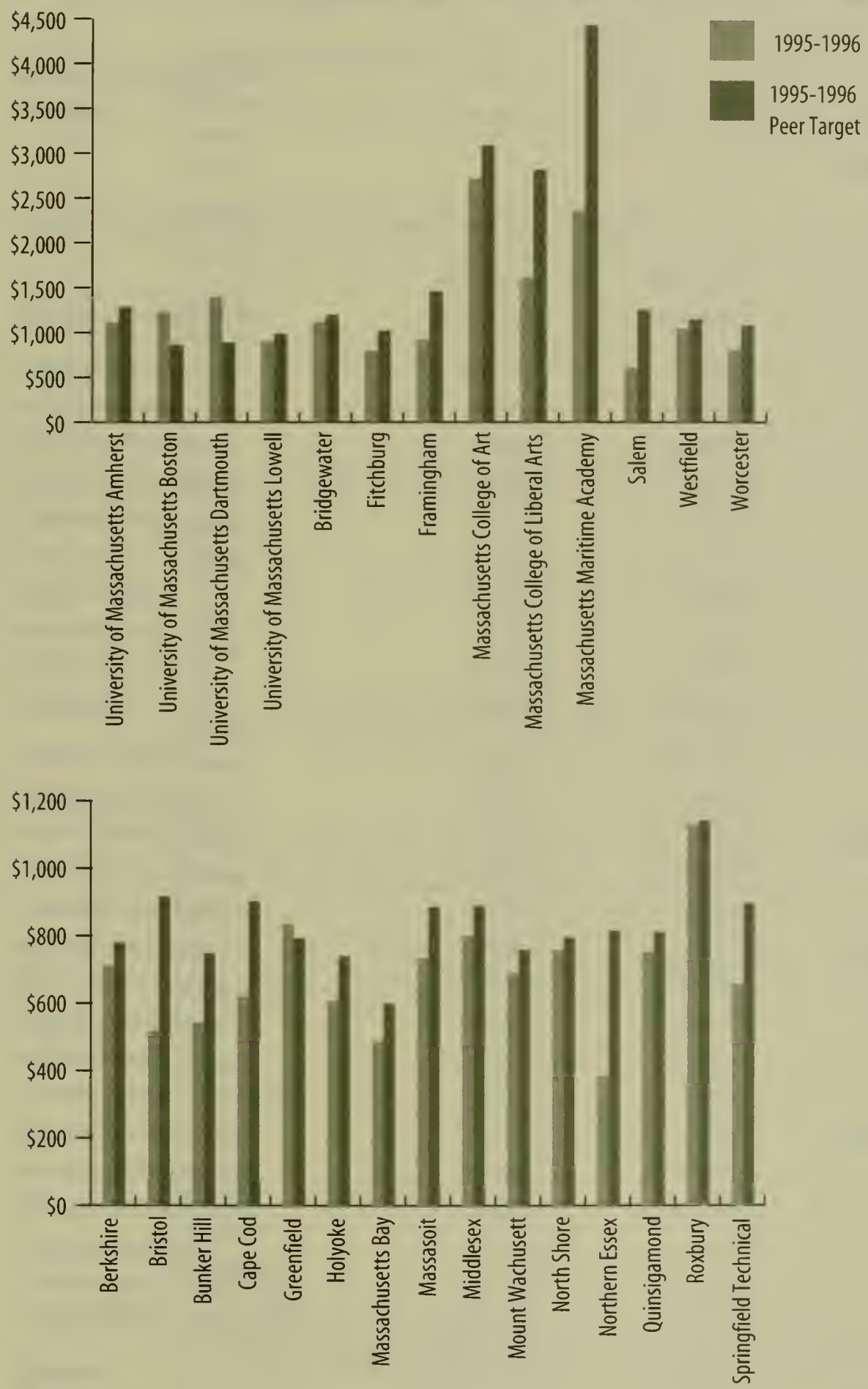
	Fall 1995	Fall 1998	3-year % Change
University of Massachusetts Amherst	22,431	22,032	-2
University of Massachusetts Boston	8,433	9,096	8
University of Massachusetts Dartmouth	5,326	5,408	2
University of Massachusetts Lowell	8,683	7,980	-8
Bridgewater State College	6,210	6,533	5
Fitchburg State College	3,929	3,603	-8
Framingham State College	3,488	4,196	20
Massachusetts College of Art	1,514	1,613	7
Massachusetts College of Liberal Arts	1,397	1,364	-2
Massachusetts Maritime Academy	946	903	-5
Salem State College	6,852	5,751	-16
Westfield State College	3,565	3,868	8
Worcester State College	3,627	3,476	-4
Berkshire Community College	1,322	1,369	4
Bristol Community College	2,899	3,084	6
Bunker Hill Community College	3,527	3,531	0
Cape Cod Community College	1,936	2,002	3
Greenfield Community College	1,289	1,357	5
Holyoke Community College	3,126	3,256	4
Massachusetts Bay Community College	3,301	3,012	-9
Massasoit Community College	3,324	3,735	12
Middlesex Community College	3,529	3,899	10
Mount Wachusett Community College	1,626	1,842	13
North Shore Community College	2,956	3,107	5
Northern Essex Community College	3,385	3,060	-10
Quinsigamond Community College	2,624	2,957	13
Roxbury Community College	1,939	1,418	-27
Springfield Technical Community College	3,554	3,848	8
University of Massachusetts	44,873	44,516	-1
State Colleges	31,528	31,307	-1
Community Colleges	40,337	41,476	3
Systemwide	116,738	117,299	0

Source: 1998 BHE Early Enrollment Report Part 2

Full-time student equivalent based on total credit enrollment; 15 undergraduate credits = 1 undergraduate FTE
9 graduate credits at University of Massachusetts = 1 graduate FTE
12 graduate credits at a State College = 1 graduate FTE
(The difference between University of Massachusetts and State College FTE formula is due to doctoral programs at the University.)

APPENDIX I

INSTITUTIONAL SUPPORT EXPENDITURES (PER FALL HEADCOUNT) COMPARED TO PEERS



Source: IPEDS

APPENDIX J

COST SAVINGS FROM COLLABORATIVE PURCHASING, 1997–1998

1997–1998 Cost Savings from Collaborative Purchasing through the Massachusetts Higher Education Consortium

	1997–1998 Cost Savings
University of Massachusetts Amherst	$5,926,053
University of Massachusetts Boston	1,122,738
University of Massachusetts Dartmouth	1,237,028
University of Massachusetts Lowell	667,491
Bridgewater State College	$442,096
Fitchburg State College	311,907
Framingham State College	447,058
Massachusetts College of Art	333,519
Massachusetts College of Liberal Arts	114,234
Massachusetts Maritime Academy	147,139
Salem State College	834,030
Westfield State College	431,450
Worcester State College	392,096
Berkshire Community College	$241,727
Bristol Community College	167,738
Bunker Hill Community College	645,061
Cape Cod Community College	193,830
Greenfield Community College	137,673
Holyoke Community College	105,411
Massachusetts Bay Community College	858,426
Massasoit Community College	199,949
Middlesex Community College	347,409
Mount Wachusett Community College	232,941
North Shore Community College	271,484
Northern Essex Community College	217,771
Quinsigamond Community College	225,740
Roxbury Community College	43,741
Springfield Technical Community College	554,935
University of Massachusetts	$8,953,310
State Colleges	3,453,529
Community Colleges	4,443,836
Systemwide Savings	$16,850,675

Source: Massachusetts Higher Education Consortium

APPENDIX K

PRIVATE FUND RAISING

Endowment Funds Raised* (in thousands)

	1994–1995	1995–1996	1996–1997	1 YEAR %Change
University of Massachusetts Amherst	$3,203	$3,342	$12,930	304
State Colleges	3,687	3,572	5,567	51

*Data not available for community colleges

Matching Eligible Funds Raised for Endowment Incentive Program*

	1996–1997	1997–1998	1 YEAR %Change
Total University of Massachusetts	$9,737,772	$16,278,360	67
Bridgewater State College	$522,887	$1,051,197	101
Fitchburg State College	637,453	633,368	-1
Framingham State College	202,130	1,134,666	461
Massachusetts College of Art	756,565	856,418	13
Massachusetts College of Liberal Arts	487,166	413,451	-15
Massachusetts Maritime Academy	3,216,070	1,844,048	-43
Salem State College	753,254	831,359	10
Westfield State College	353,795	564,611	60
Worcester State College	695,078	601,086	-14
State Colleges	7,624,398	7,930,204	4
Berkshire Community College	$244,325	$583,064	139
Bristol Community College	367,387	714,945	95
Bunker Hill Community College	162,287	255,471	57
Cape Cod Community College	582,091	599,066	3
Greenfield Community College	420,474	568,645	35
Holyoke Community College	371,292	411,532	11
Massachusetts Bay Community College	540,817	1,075,280	99
Massasoit Community College	352,495	692,737	97
Middlesex Community College	486,981	630,532	29
Mount Wachusett Community College	477,163	590,747	24
North Shore Community College	358,959	359,553	0
Northern Essex Community College	367,406	607,171	65
Quinsigamond Community College	482,653	607,006	26
Roxbury Community College	235,351	217,132	-8
Springfield Technical Community College	689,607	1,232,315	79
Community Colleges	6,139,288	9,145,196	49
Systemwide	$23,501,458	$33,353,760	42

*Includes gifts-in-kind

Source: Campus data

APPENDIX L

EDUCATION AND GENERAL EXPENDITURES, 1996–1997[11]

	Fall 1996 Headcount	Unrestricted Education and General Expenditures	Education and General Expenditures per Fall Headcount	Institutional Support Costs as % of E&G	Institutional Support Costs Per Fall Headcount	Instructional Costs[11] as % of E&G	Instructional Costs[11] Per Fall Headcount	Academic Support, Student Services and Instruction as % of E&G	Academic Support, Student Services and Instruction Per Fall Headcount
University of Massachusetts Amherst	25,422	$292,549,000	$11,508	12	$1,330	48	$5,568	68	$7,854
Peers Average*	24,846	282,338,088	11,342	10	1,129	46	5,229	67	7,504
University of Massachusetts Boston	12,774	108,634,826	8,504	15	1,293	48	4,118	69	5,886
Peers Average	17,074	112,429,801	6,585	12	773	52	3,419	73	4,868
University of Massachusetts Dartmouth	6,446	58,620,936	9,094	15	1,379	48	4,372	71	6,427
Peers Average	9,929	63,757,894	6,421	13	819	50	3,234	72	4,665
University of Massachusetts Lowell	12,753	91,238,396	7,154	14	983	48	3,445	66	4,786
Peers Average	11,973	99,170,382	8,283	12	956	47	3,889	69	5,809
Bridgewater State College	8,711	49,488,279	5,681	15	863	47	2,648	73	4,105
Peers Average	9,674	66,318,366	6,855	17	1,179	48	3,304	68	4,668
Fitchburg State College	5,060	36,126,172	7,140	13	948	52	3,747	73	5,208
Peers Average	6,859	46,984,823	6,850	14	971	48	3,301	70	4,789
Framingham State College	5,160	31,263,355	6,059	15	891	48	2,880	70	4,207
Peers Average	7,068	47,708,425	6,750	21	1,450	47	3,145	65	4,356
Massachusetts College of Art	2,222	20,232,366	9,105	16	1,484	41	3,729	62	5,580
Peers Average	1,521	19,484,321	12,810	22	2,841	46	5,955	65	8,333
Massachusetts College of Liberal Arts	1,745	19,124,941	10,960	15	1,641	44	4,838	71	7,754
Peers Average	1,790	22,457,251	12,546	21	2,589	41	5,102	67	8,360
Massachusetts Maritime Academy	739	14,335,351	19,398	22	4,266	33	6,335	64	12,330
Peers Average	723	11,684,729	16,161	23	3,744	34	5,419	61	9,798
Salem State College	9,558	45,994,181	4,812	16	752	52	2,524	71	3,459
Peers Average	11,250	74,001,950	6,578	18	1,194	50	3,309	68	4,476
Westfield State College	4,879	31,909,534	6,540	13	882	45	2,962	72	4,676
Peers Average	5,772	41,002,503	7,104	15	1,082	47	3,337	69	4,884
Worcester State College	5,369	25,643,565	4,776	12	590	58	2,791	74	3,556
Peers Average	7,393	46,050,526	6,229	17	1,082	48	3,018	68	4,239

*Peer averages are unweighted

[11]Institutional Support, Instructional Costs, and Academic Support, Student Services and Instruction columns do not total 100 percent. The table does not include research, public service or plant operations and maintenance. Note that instructional costs are included in two columns.

	Fall 1996 Headcount	Unrestricted Education and General Expenditures	Education and General Expenditures per Fall Headcount	Institutional Support Costs		Instructional Costs		Academic Support, Student Services and Instruction	
				as % of of E&G	Per Fall Headcount	as % of E&G	Per Fall Headcount	as % of of E&G	Per Fall Headcount
Berkshire Community College	2,351	$11,929,001	$5,074	18	$891	44	$2,228	72	$3,648
Peers Average*	2,568	9,524,581	3,709	19	718	46	7,100	68	2,510
Bristol Community College	5,075	17,697,307	3,487	14	503	48	1,657	74	2,543
Peers Average	4,214	17,650,179	4,188	21	881	46	1,927	64	2,678
Bunker Community College	5,671	22,490,540	3,966	18	715	45	1,788	72	2,865
Peers Average	5,636	23,765,599	4,217	19	821	47	2,003	67	2,800
Cape Cod Community College	3,343	14,931,822	4,467	15	676	43	1,931	74	3,315
Peers Average	3,179	13,423,441	4,223	21	998	45	2,124	65	3,114
Greenfield Community College	2,239	11,420,616	5,101	15	745	43	2,197	70	3,588
Peers Average	2,144	8,761,055	4,086	18	753	50	2,017	70	2,812
Holyoke Community College	5,140	21,151,733	4,115	16	640	49	2,025	71	2,935
Peers Average	5,560	23,549,491	4,236	18	779	49	2,079	68	2,872
Massachusetts Bay Community College	4,518	16,841,491	3,728	12	433	40	1,503	75	2,815
Peers Average	5,836	23,797,262	4,074	15	603	53	2,180	72	2,969
Massasoit Community College	5,562	25,564,419	4,596	15	707	47	2,168	70	3,212
Peers Average	5,952	27,694,343	4,653	19	875	49	2,267	66	3,062
Middlesex Community College	5,946	27,580,001	4,638	14	655	42	1,932	73	3,367
Peers Average	6,774	29,898,091	4,414	20	873	49	2,143	69	2,884
Mt. Wachusett Community College	2,814	15,514,538	5,513	11	616	43	2,357	73	4,024
Peers Average	3,879	15,796,683	4,072	18	747	48	1,954	69	2,783
North Shore Community College	5,239	25,022,422	4,776	16	774	42	1,990	72	3,391
Peers Average	5,842	25,117,245	4,299	19	825	48	2,050	86	2,817
Northern Essex Community College	5,597	24,297,494	4,341	16	684	48	2,090	73	3,188
Peers Average	7,267	27,906,454	3,840	21	794	47	1,803	63	2,414
Quinsigamond Community College	4,770	19,345,898	4,056	18	730	47	1,906	74	2,991
Peers Average	4,227	16,381,388	3,875	19	733	49	1,904	66	2,577
Roxbury Community College	2,303	13,560,003	5,888	17	1,024	49	2,861	67	3,904
Peers Average	3,705	18,478,462	4,987	21	1,180	46	2,290	65	3,087
Springfield Technical Community College	6,211	29,873,077	4,810	14	686	46	2,219	72	3,442
Peers Average	6,188	23,972,919	3,874	20	768	40	1,538	64	2,469

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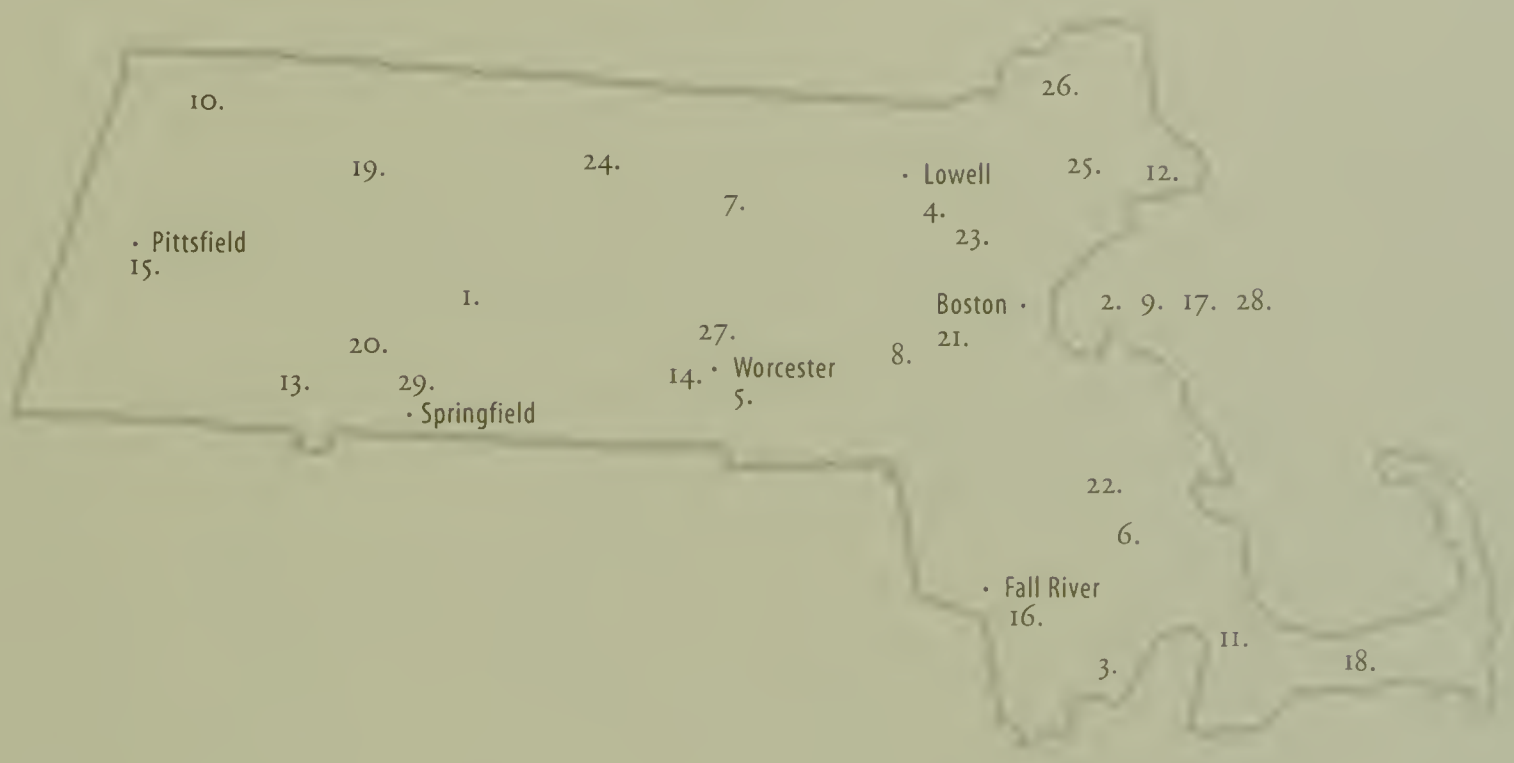

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10. Massachusetts College of Liberal Arts
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14. Worcester State College

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